

Hennepin County

Department of Community Corrections and Rehabilitation

Community Corrections Act 2022-2023 Comprehensive Plan

December 2021



Table of contents

Introduction from Catherine Johnson, department director	4
Highlights.....	5
Introduction.....	6
Hennepin County demographics	6
Size and geographical location.....	6
Economy	7
Crime	7
Political system.....	7
Administration and organization of correctional services.....	8
Minnesota Community Corrections Act	8
DOCCR budget and full-time equivalents by program area.....	8
DOCCR budget and CCA funding.....	9
DOCCR’s vision and mission	9
Organizational chart.....	10
Staff training.....	10
Volunteers and interns	11
Research and evaluation efforts	11
Program descriptions	12
Juvenile Probation.....	12
Caseload size	13
Risk and needs assessments.....	13
Juvenile diversion and prevention	14
Investigation and supervision.....	14
Client services.....	15
Out -of-home placement	15
Adult field divisions	17
Caseload sizes	17
Riskand needs assessments.....	18
Diversion/prevention.....	19
Adult Pre-Adjudication Services	19
Adult Probation Supervision Services.....	21
Adult Specialized Supervision Services	22

Operations and Innovation Services	24
Administrative Services.....	24
Communications	24
Information System Management	24
Strategy, Planning and Evaluation	25
Business Intelligence Team	25
Train, Coach, Practice	25
Contracts and Financial Services Unit.....	26
Institutional Services	26
Adult Corrections Facility.....	26
Youth Residential Treatment Center	27
Juvenile Detention Center	27
Client and Community Restoration	28
Institutional Services Planning and Oversight.....	30
Housing Initiatives	31
Strategic Plan and Outcome Measures	32
Strategic planning	32
Reducing racial disparities.....	32
Sustaining foundational evidence-based practices and client well-being	33
Building equity in the department’s workforce and supporting workforce needs.....	34
Increasing the community’s input and influence in the department’s practices	34
Outcome measures.....	35
2022 salary roster	37

Introduction from Catherine Johnson, department director



We respectfully submit this report as our comprehensive 2022-2023 Community Corrections Act Plan. The Hennepin County Department of Community Corrections and Rehabilitation is a dynamic and forward-thinking department, one that seeks not just to transform corrections practices and systems in Hennepin County, but also to be a leader in the state and nation in correctional innovations and disparities reduction.

We continually strive to be an equity-focused, client-centered and employee-driven department. In addition, we have, through our county administration, made changes to our organization focused on disparity reduction, climate change, and transition to a remote and hybrid workforce. With this vision and these directives in mind, we have made the following significant changes to our department in 2022.

Our most notable change in 2022 is the closure of the Youth Residential Treatment Center (YRTC – formerly known as the County Home School). The county’s diligent efforts to support alternative services, particularly culturally specific services, for youth in the community, and our declining use of out-of-home placement prompted this decision. This closure allows us to invest in community-based services that effectively serve youth, particularly those of color. Other large organizational changes include the move of Family Court Services to Health and Human Services, which better aligns the services they provide to families with other county supports. Finally, we have consolidated our DOCCR Information Technology team into Public Safety Information Technology in recognition of our system integrations and strong need for data sharing across public safety.

As a result of the pandemic, the county has embraced the model of Future Hennepin, where we operate within a hybrid work model with a service delivery and employee-centered approach. This approach will maximize innovation, reduce disparities among clients and employees, reduce our carbon footprint, and be fiscally responsible. DOCCR, prior to the pandemic, was operating as a hybrid organization. However, with this directive, we closed five leased probation locations and shifted much of our work to be effective in both an in-person and virtual environment.

To reduce disparities for our clients means that we must focus on the whole person and their well-being. To do this, we are eliminating a variety of fees, increasing access to mental health-based services for adults and juveniles, contracting with culturally based community organizations to provide trauma-informed, cognitively based services, and increasing access to domestic violence programming. We also implemented changes to our assessments of clients to ensure that we are not introducing disparity into our system by employing risk assessments that over-risk clients of color.

We are addressing climate change by building a forestry pathway into our Community Productive Day program. This not only supports clean air and reduced storm water, but it also puts our clients on a path toward a well-paid and in-demand career. Where possible, we are switching to battery-operated tools for our Sentence to Service crews and hybrid fleet vehicles as well.

The past several years have brought significant challenges to our community and I continue to be impressed by the resilience and skill of our staff and our clients’ abilities to meet these challenges. I appreciate our partnership with the Minnesota Department of Corrections and hope that you reach out with any questions you may have.

Highlights

The changes in the community and the world over the past several years resulted in significant innovation across DOCCR. In March 2020, all staff were sent home in response to the state's emergency lockdown declaration, and the county began extensive efforts to ensure remote work met the needs of all Hennepin County residents, including DOCCR's clients. Processes and procedures continually shifted as we learned more about the spread of Covid-19 and adapted to the guidance of the state and the Centers for Disease Control (CDC). The fiscal impact of the pandemic brought innovation in how and where we work. Despite these challenges, we continued to hold our mission and vision as the foundation and aspiration of our work and made additional changes to our department to further that work. Additional highlights are detailed below and many of them are detailed further in the body of the report.

Covid-19 mitigation efforts include:

- Clients who were to report for their sentences at the Adult Corrections Facility from the community could delay their reporting and those who were sentenced to in-house work release completed this sentence on Electronic Home Monitoring (EHM).
- Staff with direct contact with clients followed CDC guidance on proper personal protective equipment, cleaning, and social distancing protocols.
- Probation staff implemented virtual visits, Tools on Devices (TODs), and virtual cog groups to continue monitoring clients and support individual cognitive-behavioral interventions.
- Hennepin County instituted the Future Hennepin model which states that all work that can be done remotely while still providing excellent service to clients, should be done remotely. The county is now operating under the framework of staff being designated as in-person, hybrid, or remote workers.

Organizational changes include:

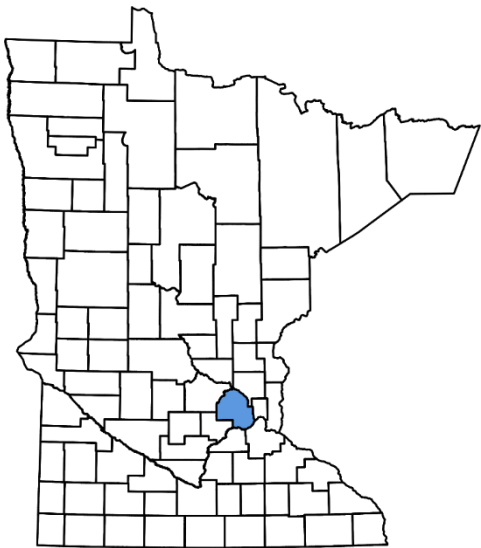
- To be more fiscally responsible and based on a new hybrid work environment, DOCCR closed five probation locations across the county.
- To align services for families, Family Court Services moved from DOCCR into Hennepin County's Health and Human Services line of business.
- Changes in information technology needs across public safety resulted in an integrated Public Safety IT department that serves DOCCR and the Hennepin County Sheriff's Office and supports justice data integration.
- To elevate our work on equity across our public safety line of business, the Diversity, Equity and Justice team was disbanded with resources moving to the county's Diversity, Equity, and Inclusion team. This move elevates disparities initiatives across the Public Safety line of business.

Additional highlights related to strategic goals include:

- Contracted with Culture Brokers to examine DOCCR's internal culture from a diversity and equity lens. This will culminate in a plan of action to be implemented in 2022.
- The pandemic expedited work already under way to reform our drug testing practices by focusing testing where use of drugs or alcohol is tied to criminal behavior or poses a threat to personal or community safety. The goal of testing is to support sobriety and client well-being.
- Funded \$300,000 for community-based, trauma-informed, evidence-based services for adult clients of color.
- Secured American Recovery Act funding to support myriad community-based services to interrupt the cycle of violence in our community and support proven gun violence interventions.

- Developed, piloted, and implemented a new risk assessment tool for juveniles. The REACT-Risk and its companion assessment, the REACT-Needs, were developed to both be accurate and mitigate racial bias in assessment.
- Launched a supervisor coaching model based on principles of motivational interviewing to support the continued integration of evidence-based practices in our department.
- Completed validation studies of the Domestic Violence Service Inventory (DVSI) and the Level of Service/Case Management Instrument (LS/CMI). Both tools were found to be valid predictors of risk and changes were made to cut points and scoring to mitigate racial and gender bias.
- Reconstituted the Youth Justice Council in early 2021 to serve as an advisory committee for the Hennepin County juvenile justice system in place of the former Juvenile Detention Alternatives Initiative in accordance with a recommendation from the Robert F. Kennedy Probation System Review published in 2020. The council is a collaborative effort among justice system stakeholders and community members to create an equitable, fair, and effective justice system. It is a part of the committee structure that comprises our Corrections Advisory Board, in addition to our Criminal Justice Coordinating Committee and Community Corrections Coalition.

Introduction



The mission of Hennepin County is to enhance the health, safety, and quality of life of residents and communities in a respectful, efficient, and fiscally responsible way. One goal of the county with relevance is that people are safe from harm through prevention, early intervention, and treatment services, and through enhanced public safety.

The Hennepin County Department of Community Corrections and Rehabilitation operates in the state’s largest urban area.

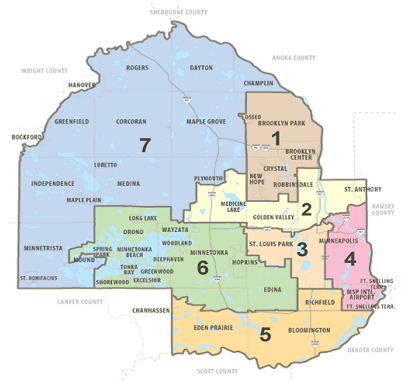
Hennepin County demographics¹

Hennepin County is the most populous county in the State of Minnesota, with 22% of the state’s total population. Hennepin’s population in the 2020 census was 1,281,565. This represents an increase of 11.2% over the 2010 census figures.

Hennepin County also became more diverse over that period – while White residents constitute about 66% of the county’s total population, their numbers increased by only 1.7%. The Hispanic and Black populations each increased by more than 26% during the decade.

Size and geographical location

Hennepin County comprises 607 square miles in the east-central part of Minnesota. It is the largest county in the Minneapolis-St. Paul-Bloomington Standard Metropolitan Statistical Area. It contains the City of Minneapolis (the county seat) and three more of the 10 most populous cities in the state.



¹ Hennepin County Power BI Dashboard - <https://tinyurl.com/yxnm7w9s>

Economy

According to census estimates, the median Hennepin County household income in 2019 was \$78,167. Household incomes vary dramatically when examined by race. The median household income for Whites in the county was \$86,590. The median for Black households was \$33,720, and \$36,364 for American Indian households.

Similar disparities can be seen in poverty status. Overall, 10.4% of all county residents experienced poverty in a year. But only 6.3% of White county residents were estimated to have experienced poverty during the year, compared to 29.2% of Black residents.

In the fourth quarter of 2020, there were about 854,000 jobs located in Hennepin County. The unemployment rate in July 2021 was 3.7%.

Crime

Hennepin has a disproportionate amount of crime. Only 22% of Minnesotans lived in the county in 2020. Yet in 2020 Hennepin County saw:

- 52% of the state's murders
- 56% of the state's robberies
- 37% of the state's aggravated assaults
- 41% of the state's motor vehicle thefts

The overall crime rate (crimes known to the police per 100,000 people) for Hennepin County in 2020 was 6,736, compared to a statewide rate of 5,495.

Political system

The Hennepin County Board comprises seven commissioners representing seven geographical districts across the county. The county administrator, David J. Hough, makes recommendations to the county board, implements its policies, provides leadership to the organization, and assures effective delivery of county services.

County board and committee meetings² are normally held Tuesdays at 1:30 p.m. in the Hennepin County Government Center, 24th floor. The seven members of the county board also make up the Regional Railroad Authority and the Housing and Redevelopment Authority, each a separate political entity distinct from the county board. Since our last plan was submitted, three new commissioners have been elected.

In addition to the county board, there are five standing committees that meet and discuss items prior to any formal board action. These committees are Administration, Libraries and Budget; Health and Human Services; Intergovernmental; Public Safety; and Public Works. Commissioner Jeffrey Lunde chairs the Public Safety Committee.

² Current and archival board meetings, agendas, and minutes are available online. The county publishes the agenda for the next board meeting as soon as possible prior to the meeting. Board and committee meetings are livestreamed on the web, broadcast live on Metropolitan Cable Network Channel 6, and re-broadcast on Channel 6 on Fridays at 8 p.m.

Administration and organization of correctional services

Minnesota Community Corrections Act

In Minnesota, community corrections can be delivered under three unique systems. In some counties, the Minnesota Department of Corrections (DOC) provides all probation and supervised release services to clients. This includes both adults and juveniles (M.S. 241 & 244.19). Other counties supervise juvenile and most adult misdemeanor clients through county probation officers, while the DOC provides supervision for adult felons and supervised releases (M.S. 244.19). Finally, since 1973, any county or group of contiguous counties with a population exceeding 30,000 can provide all community supervision under the Community Corrections Act (CCA). The CCA is found in Minnesota statute Chapter 401 with promulgated rules in chapter 2905.

Hennepin County has participated in the Minnesota CCA since 1978. 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 the services outlined in the act.

The eligible services outlined in the act include the development, implementation, and operation of community-based corrections programs including preventive or diversionary correctional programs, conditional release programs, community corrections centers, and facilities for the detention or confinement, care, and treatment of those convicted of crime or adjudicated delinquent.

As a part of the department's responsibilities to the Minnesota Community Corrections Act, this plan is presented to and approved by the Criminal Justice Coordinating Committee prior to submission to the Minnesota Department of Corrections. Once approved by the Criminal Justice Coordinating Committee, the plan is also presented to and approved by the Hennepin County Board for signature and authorization of the grant agreement.

DOCCR budget and full-time equivalents by program area

Hennepin County operates on a calendar year budget cycle and does not budget biennially. We do not anticipate any substantive changes to our 2023 budget.

	2021	2022	2021	2022
	Approved	Proposed	Approved FTEs	Proposed FTEs
Administration and Support	16,474,041	11,074,824	99.0	68.0
Field Services	63,581,690	65,667,908	502.3	512.3
Institutional Services	46,854,209	40,447,905	345.9	334.9
Totals	126,909,940	117,190,637	947.2	915.2

DOCCR budget and CCA funding

Being a part of the Minnesota CCA has a direct impact on the department's budget. The 2022 operating budget is \$117,190,637. Eighty-four percent of this budget comes from local property taxes and program-generated revenues. The 2022 CCA funding is \$17,270,782.

The department does receive additional grants from the DOC separate from the CCA subsidy, including \$90,000 for Remote Electronic Alcohol Monitoring of indigent DWI clients, and \$1,889,200 for the department's Intensive Supervised Release (ISR) program area. The ISR grant revenue supports approximately 69% of that program area's budget. The ISR unit is comprised of 20.0 full-time equivalents, 19.0 of which are partially funded by the ISR grant: 2.0 corrections unit supervisors, 17.0 parole/probation officers, and 1.0 office specialist III. The Remote Electronic Alcohol Monitoring grant covers 30% of that program's established need.

CALENDAR YEAR	DOCCR APPROVED BUDGET	COMBINED COMMUNITY CORRECTIONS ACT SUBSIDY	INTENSIVE SUPERVISED RELEASE GRANT	REMOTE ELECTRONIC ALCOHOL MONITORING GRANT	TOTAL COMMUNITY CORRECTIONS ACT FUNDING	CCA FUNDING AS % OF DOCCR BUDGET
2014	105,693,305	16,066,998	1,622,700	105,000	17,794,698	16.84%
2015	108,607,846	16,289,211	1,622,700	105,000	18,016,911	16.59%
2016	112,171,653	16,511,423	1,889,200	80,000	18,480,623	16.48%
2017	119,742,104	16,696,997	1,889,200	80,000	18,666,197	15.59%
2018	124,417,237	16,882,571	1,889,200	80,000	18,851,771	15.15%
2019	127,810,966	16,877,996	1,889,200	90,000	18,857,196	14.75%
2020	129,383,108	16,873,421	1,889,200	90,000	18,852,621	14.57%
2021	126,909,939	17,072,101	1,889,200	103,400	19,064,701	15.02%
2022*	117,190,637	17,270,782	1,889,200	90,000	19,249,982	16.43%

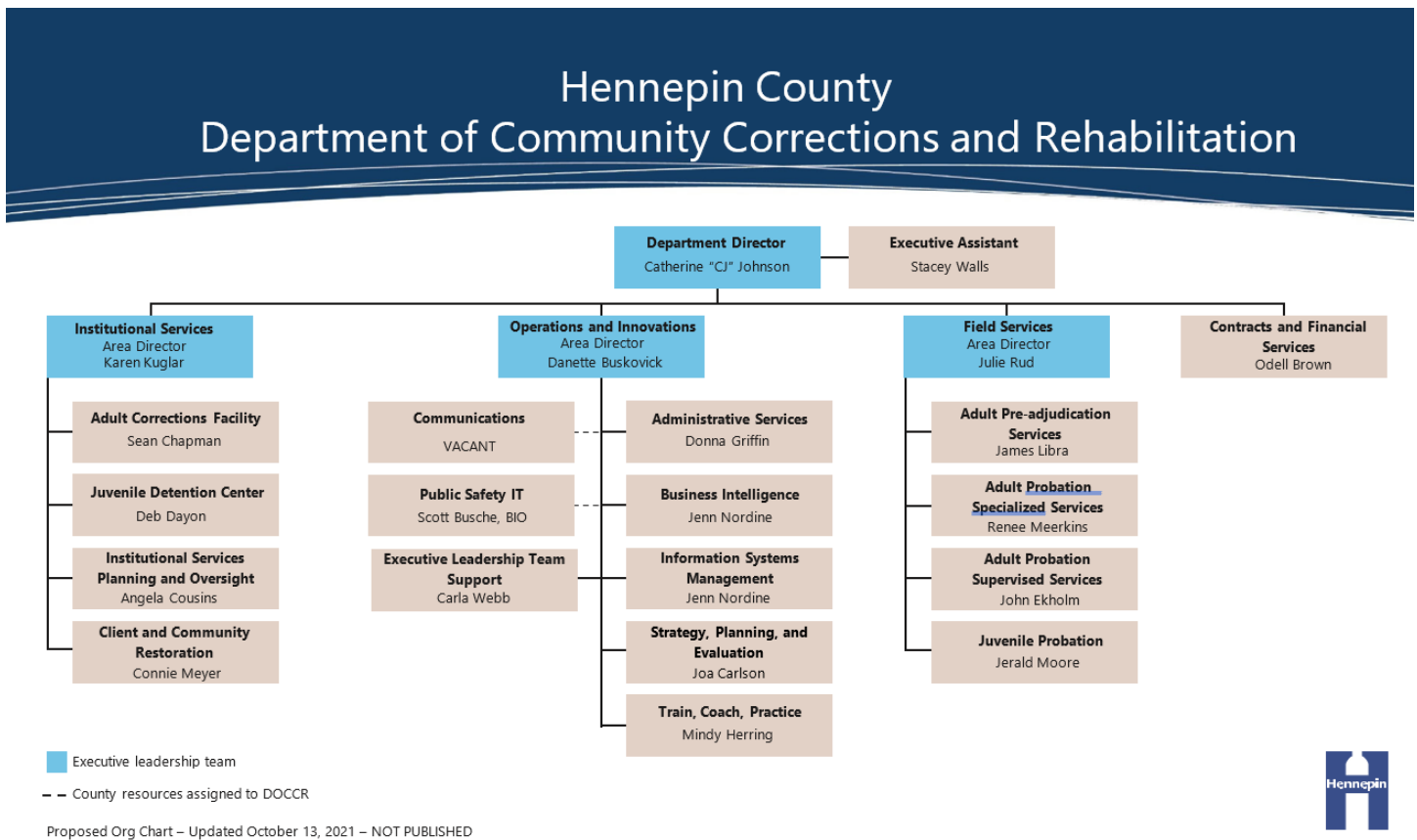
*Proposed budget as of 9/3/2021

DOCCR's vision and mission

The mission of DOCCR is to enhance *community safety, promote community restoration, and reduce the risk of offense* by working toward our vision of being *an equity-focused, client-centered and employee-driven* department.

Organizational chart

The department is headed by Director Catherine Johnson. Reporting to her are three area directors tasked with ensuring that the department’s institutions, field divisions, and operational and strategic goals are aligned with the department’s mission and vision and provide the best services and outcomes for clients and the community.



Staff training

The department has a robust commitment to the training and professional development for all employees (See Train, Coach, Practice (TCP) section of this report, page 25). This commitment starts when new hires are onboarded at the county, department, and division levels. In 2020, the Train Coach Practice (TCP) Unit switched gears quickly to balance the needs of the pandemic crisis with all the hiring that continued to happen in DOCCR, specifically within the institutions. All New Hire Academy classes, minus physical safety training, were moved to virtual classroom sessions. This change allowed DOCCR to keep a similar level of training present for all new hires coming in. We also utilized divisional practitioner trainers to help with courses that needed to be in person to limit potential Covid-19 exposures. The virtual classroom training for new hires spans two weeks and specifically provides 48 hours of training for institutional staff and 35 hours for field staff. In addition to virtual classroom training, new hires also have a host of e-learning that cover federal, state, county, and department mandated topics, such as PREA, OSHA, and data security. Divisions then provide on-the-job and classroom training for new hires.

Annual training for current staff is composed of evidence-based practice skill development, regulatory requirements and monthly policy acknowledgements based on their job class and function. Annual training programs guide staff to ensure they are attending to the needed training for their roles in the department. This includes ensuring that field staff who work

with clients receive ongoing and substantial training in evidence-based practices. In 2021, one highlight of the training curriculum across the department aligned with diversity and inclusion training. With the events of the past 18 months of civil unrest and having a high-profile trial at the Hennepin County Government Center, we recognized the need for conversation and learning about race, bias, and inclusivity. DOCCR also wanted to acknowledge that learning can take shape in many ways, but fruitful dialogue proves to be the most valuable. TCP developed a training module that set expectations for training and having fruitful discussions. The e-learning module also serves as a location for staff to record the events and trainings that were most meaningful to them.

Volunteers and interns

Ensuring rewarding, important, and meaningful volunteer and internship opportunities continues to be a priority for both the department and Hennepin County. The use of volunteers and interns encourages stronger connections to the community and assists in developing and recruiting a diverse, talented workforce. In-person volunteer programs were closed for in person volunteering starting in March of 2020 as response to the pandemic.

To mitigate disparities within Hennepin County and to recognize the value of internships, interns are treated as employees and paid \$15/hour. The internship program was also suspended at the height of the pandemic but was reinstated in the fall of 2021. In 2020 a total of 68 volunteers provided 3,018 hours of service to the department and eight interns worked in the department.

	NUMBER OF VOLUNTEERS	VOLUNTEER HOURS PROVIDED	NUMBER OF INTERNS	INTERN HOURS PROVIDED
ADULT FIELD DIVISIONS	9	509	14	2960
CLIENT AND COMMUNITY RESTORATION	1	19	9	1751
FAMILY COURT SERVICES	4	1111	--	--
JUVENILE PROBATION	29	1641	14	3094
ADULT CORRECTIONAL FACILITY	293	8835	--	--
COUNTY HOME SCHOOL	37	585	--	--
JUVENILE DETENTION CENTER	23	954	--	--
OPERATIONS AND INNOVATION	1	26	3	440
TOTAL	396	13654	40	8245

Research and evaluation efforts

In 2020, a variety of research and evaluation projects provided evidence and information to inform the operations and strategic goals of the department. Strategy, Planning and Evaluation (SPE) (see page 25 for more information) and the Business Intelligence Team (see page 28 for more information) teamed up to collect and analyze data to support a better understanding of how we're serving our clients and identify opportunities for improvement. Highlights include an analysis of the impacts of Covid-19 on Field Service Operations, an examination of the impact of the implementation of 12-hour staff

shifts at our facilities, and a closer look at our drug testing practices. We also validated two risk assessment instruments: the DVSI (Domestic Violence Screening Instrument) and LS/CMI (Level of Service/Case Management Inventory) for both accuracy and race equity. We also continued to expand the use of Power BI to make up-to-date data more easily accessible to both internal and public audiences. As a part of this effort, we built and refined dashboards for field supervisors and agents to help them better understand service trends in real time. Using Power BI, we also built a Community Corrections and Rehabilitation data portal on our public web page to make data accessible to an external audience. The portal includes data about client demographics, adult supervision violations, and out-of-home placements: [Community corrections and rehabilitation data portal | Hennepin County](#).

Program descriptions

The impact of the Covid-19 pandemic has resulted in transformational change across the department. It is an understatement to suggest that DOCCR rapidly and repeatedly shifted its work to keep our staff and clients healthy, affect behavior change and support community safety. Changes to how the entire justice system responded to the pandemic meant that we had to constantly re-prioritize cases related to public safety, along with the county attorney and public defenders, when court was in limited session. We had to prioritize and respond to early medical releases from the state prison system and limited booking at county facilities. Across the department we have established virtual check-ins with clients and moved both group and individual cognitive behavioral interventions and other programming to a virtual environment. Facilities adopted screening and quarantine protocols to keep those in congregate settings safe. The depth and breadth of these changes cannot be fully accounted for in this plan, but we have highlighted aspects of these changes throughout.

Juvenile Probation

The Juvenile Probation (JP) Division provides investigation, supervision, supports and other services to criminal justice partners, youth, and families engaged in Hennepin County's juvenile justice system. The division is responsible for juvenile court investigations, individualized supervision, community resource provision and placements in residential treatment facilities. The division also provides services to victims of juvenile crime through the Restitution Investigations Unit. DOCCR's Juvenile Probation Division serves approximately 877 youth between the ages of 10 and 24 on any given day.

Over the last several years, the Juvenile Probation Division has engaged in extensive transformational work, including the development of a mission, purpose, and values that promote the pursuit of youth and family well-being. The division has also begun changes as recommended in the Robert F. Kennedy Foundation's Probation System Review. As a first step in implementing those recommendations, JP engaged in a series of conversations with all staff that examined roles and responsibilities, staffing levels, and staff skills, knowledge, and abilities. These conversations informed leadership of needed changes to the division's organizational structure to support their transformational work. They have convened the Youth Justice Council; secured consultation and training to increase implementation of science skills and further embed Positive Youth Development into delivery of EBP curricula; restructured case plan, case consultation, and six-month system review of Extended Juvenile Jurisdiction (EJJ) progress; funded a police-partnered delinquency prevention effort for runaway youth in the cities of Brooklyn Park, Brooklyn Center and Crystal; are piloting an alternative sentencing model using restorative justice disposition in partnership with Restorative Justice Community Action; launched an integrated mental health social work team within the division; worked with District Court to implement new sentencing orders from the Probation Order Analysis; and worked with system partners to set policy and expectations for timely court processing.

Caseload size³

Supervision Type	Agents	Total Capacity	Total Active Clients	Total Weighted Clients ⁴	% Capacity
25:1 (Sex Offender unit)	4	100	77	75.6	76%
25:1 (Generalist)	17	425	271	265.8	63%
25:1 (Gender Specific)	3	75	54	53.6	71%
100:1 (Administrative/Restitution)	1	100	95	95	95%
Investigations (includes EJJ/Cert studies) ⁵	10	90	79	77.8	86%
Transition Aged Youth	8	240	108	113.5	47%
Total EJJ Clients (accounted for above)	-	-	95	92.6	-

Risk and needs assessments

Juvenile Probation employs a variety of risk and needs assessments to identify a youth's risk level and supervision level. A new risk assessment, the REACT – Risk, was recently developed and is currently being piloted. The tool was developed using data from our local population and built with an emphasis on both accuracy and equity. Once completed, staff use the REACT – Needs tool to determine the needs of the youth and provide services related to those needs.

ASSESSMENT NAME	POPULATION	USE
REACT – RISK	Juvenile clients on probation	Initial and only assessment completed at the beginning of probation to determine risk level. Clients are not reassessed; rather a companion assessment, the REACT – Needs, is completed and reassessed every six months.
YOUTH LEVEL OF SERVICE/CASE MANAGEMENT INVENTORY (YLS/CMI)	Juvenile probation clients in investigation and as a part of an evaluation	Initial assessment completed during an investigation.

³ Data as of 9/9/2021

⁴ Clients in a regional treatment center are weighted as .8

⁵ This unit does certifications studies of eligible youth who could be sentenced as adults or EJJ.

YOUTH LEVEL OF SERVICE/CASE MANAGEMENT INVENTORY – SCREENING VERSION (YLS/CMI – SV)	Pre-disposition youth	To determine a preliminary estimate of the level of risk for antisocial behavior and an indication of need areas to reduce risk level.
JUVENILE SEX OFFENDER ASSESSMENT PROTOCOL-II (J-SOAP-II)	Youth in the Adolescent and Family Sexual Health Services program	The J-SOAP II also offers a qualitative perspective on the risk of adolescent sexual reoffending.
RISK ASSESSMENT INSTRUMENT (RAI)	Youth in detention	To determine if youth need to be detained in the Juvenile Detention Center or could be released to home or a detention alternative.
MASSACHUSETTS YOUTH SCREENING INSTRUMENT (MAYSI-2)	Youth adjudicated delinquent or detained at their first hearing, or who are under the age of 18. Those who have had a mental health screening in the past 180 days and are under the care of mental health professional, refuse, or have a children’s mental health case manager are exempted.	This assessment is required by statute to determine if youth need a diagnostic assessment and to identify potential mental health issues early.

Juvenile diversion and prevention

The Hennepin County Attorney’s Office (HCAO) operates a variety of pre-charge diversion programs that range from advisory letters to formal assessments and diversion contracts tailored to the risk and needs of youth. Eligible youth are typically first-time offenders committing juvenile petty offenses or misdemeanor, most gross misdemeanor, or property felonies, although the diversion programming continues to evolve and improve based on the needs of youth.

In 2010, the HCAO implemented a post-charge diversion program to target youth with misdemeanor-level offenses on the Hennepin County Juvenile Court petty arraignment calendar. In 2019, the HCAO expanded and formalized the post-charge diversion program to target delinquency misdemeanor, gross misdemeanor, property felony, and lower-level gross misdemeanor and felony drug possession and sale cases, making the 11th diversion program in operation across the Hennepin County Juvenile Justice system. Youth currently on supervision are eligible for post-charge diversion services, and the DOCCR is supporting this effort by offering contracted services to all post-charge diversion youth, regardless of supervision status. Additionally, \$500,000 from the closure of the Youth Residential Treatment Center has been reallocated to the Youth Connection Center to provide expanded early family intervention work through Health and Human Services.

Investigation and supervision

The vision of Juvenile Probation is a world where youth are empowered to hold a sense of possibility. Juvenile Probation is responsible to the youth it serves and works in partnership with them, juvenile justice partners and the community in the pursuit of their well-being. As mentioned earlier, JP is undergoing extensive change to focus on this vision.

A significant change to juvenile probation supervision is the addition of the Transition Aged Youth (TAY) Unit. This unit serves 18- to 24-year-old clients. The purpose of this specialized supervision unit is to support young people, based on brain

science, through a continuum of phases that emphasize building a strong working relationship between client and probation officer; developing a case plan and engaging in cognitive behavioral interventions in the second phase; and finally focusing on stability, building community supports and well-being. Clients are encouraged to engage in services through provision of a variety of incentives, including early discharge. When youth are on the wrong path to completing their service, a variety of interventions are also offered which can include healing circles, verbal warnings, sanctions conferences, assignments, warrants, workhouse or jail time, and revocation. These interventions represent a continuum of severity that has and will continue to expand to meet the needs of these youth.

As a part of the redesign of juvenile probation that began with the Robert F. Kennedy evaluation, Juvenile Probation has examined all aspects of its services and infrastructure. Improvements include the implementation of the REACT-Risk and React-Needs assessment tools. The REACT Risk tool was developed based on the Hennepin County juvenile population and positive youth development research, with the goal of creating a tool that balances accuracy and predictive validity with race equity. The tool also includes risk mitigation items that allow for the strengths of the youth to be considered when predicting risk. The tool is designed to be administered once for determination of service level. After that, youth receive the REACT Needs tool on an ongoing basis to assess their behavior change and ensure that the services provided by Juvenile Probation address their needs. A new electronic case plan was created for youth based on the REACT tools. All this work is a part of shifting supervision to Growth Focused Case Management⁶, which helps youth create a positive identity that is incompatible with criminal behavior.

Additional changes to the organization meant to define and clarify roles and increase continuity of services for youth and families include the creation of a team dedicated to investigation and embedding Extended Juvenile Jurisdiction clients into general supervision caseloads. This allows for those youth to engage in the same positive youth development opportunities as all other youth on supervision. We have approximately 95 clients who are on EJJ status and disparities in our EJJ population were the focus of our Eliminating Racial Disparities Committee in 2020-21, resulting in policy changes to increase successful outcomes and decrease revocation rates of this population, particularly for youth of color.

Client services

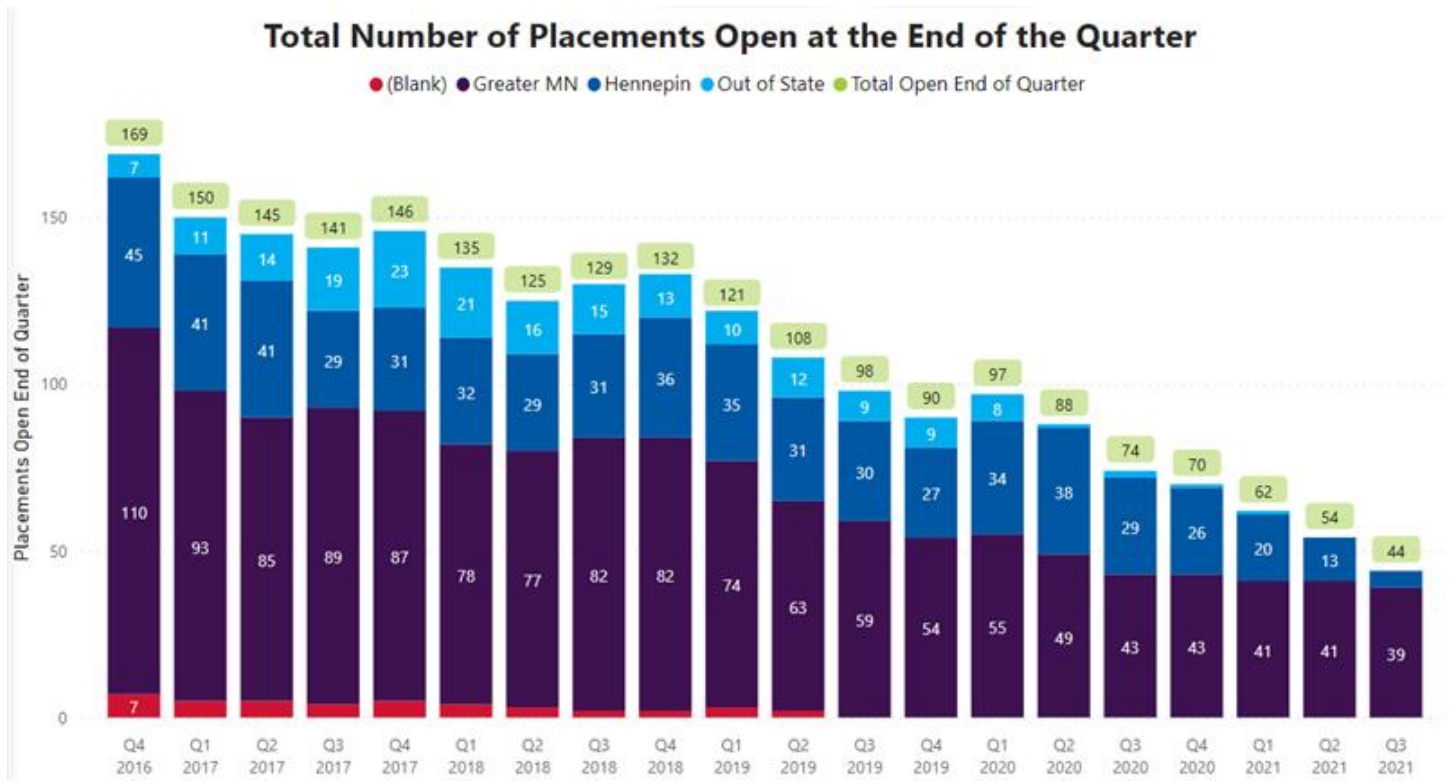
The Community Based Array of Services team enhances resources for youth, with an emphasis on quality assurance of those services. The department has made a concerted effort to expand the service continuum of care, reduce reliance on out-of-home placements, and ensure quality of client services. This unit consistently seeks out additional resources to address the unique needs of the youth and families. The community based array of services available to youth are based on a continuum. There are services for pre-adjudicated youth, such as boys' early intervention trauma services, domestic diversion and EHM. For those clients in the community, we provide a variety of chemical and mental health services, youth supports, family-based interventions, and group- and gender-specific programming. Since 2019, Juvenile Probation has increased access to mental health services including mobile mental health assessors, mental health navigators, and mental health case management. New alternatives to out-of-home placement put in place since 2020 include trauma-based violence prevention, prevention services for sexual exploitation, support for LGBTQI youth, and domestic abuse intervention for transition aged youth. Gun violence interrupter services were implemented in 2021 as recommended by a cross-system and community-driven workgroup exploring intensive alternatives to out-of-home placement.

Out-of-home placement

Juvenile Probation holds an aspirational goal of eliminating out-of-home placement, and recognizes that with limited necessity, youth are still placed in programs to receive services that best address their needs. The purpose of out-of-home placement is to enhance youth functioning, increase coping strategies, and promote client and family well-being. The

⁶ [Growth-Focused Case Management | Robert F. Kennedy National Resource Center for Juvenile Justice \(rfknrcjj.org\)](https://www.rfknrcjj.org/)

continued commitment to appropriate screening for placement, as well as increased access to community-based, culturally specific, and trauma-informed care, has resulted in a significant reduction in the number of youths in out-of-home placements. In comparing the number of youth in out-of-home placement during the third quarter of 2016 (N = 256) to the second quarter of 2021 (N = 77), we see a 70% decrease in youth in out-of-home placement, representing 11% of the JP population, meaning 89% were served in the community. There have been additional changes made to the out-of-home placement screening process that improve outcomes for youth. The screening process now includes opportunity for guardians and youth to participate in person or virtually. On average, guardians participate in screening about 45% of the time.



Adult field divisions

Caseload sizes

The Adult field divisions manage clients on a variety of risk-based caseloads, with targeted caseloads ranging from 15:1 to 1,000:1. The table below shows the various caseload sizes and capacities on September 9, 2021.

Supervision Type	Agents ⁷	Total Capacity	Total Active Clients	Total Weighted Clients ⁸	% Capacity
15:1 (intensive Supervised release)	17	255	143	213.7	83.8%
40:1 (SR high) INCLUDES sex offender supervised release & Supervised release	36.5	1,460	1,336	1,461.8	100.1%
40:1 (high) Includes: Traditional, Domestic, I,/I, Sex Offender, Treatment Courts & Neighborhood	113.88	4,555.2	3,652	4,205.6	92.3%
80:1 (medium) Includes: I/I medium, Reporting Center Medium & Traditional Medium	8	640	866	969.4	151.5%
250:1 (low) Includes: domestic low, i/i low, reporting center low &sex offender low	7.8	1,950	1,409	1,517.7	77.8%
500:1 (I/I outgoing)	2	1,000	803	805	80.5%
1000:1 Includes: reporting center administrative & warrants	7	7,000	169	4,404.6	62.9%

⁷ The agent counts are weighted by time allocated to client caseloads.

⁸ Clients are weighted as .1 (admin status, except the 1000:1 caseload), .5 (unclassified) and .6 (warrant status).

Risk/need assessments

As an evidenced-based organization, the department employs a variety of validated risk and needs assessments to both identify a client's risk for re-offense and supervision level, but also interventions to address criminogenic behavior and need. In addition to employing risk assessment, best practices requires that those assessments are normed and validated for the population served. DOCCR recently validated both the DVSI and the LSCM/MI and found both to be valid predictors of risk to re-offend. However, additional analysis that looked at whether the tools work for all clients was also examined. The results found that for the tools to be both accurate and equitable, modifications to the tool and risk cut points were recommended. DOCCR has requested the necessary data and supporting documentation to locally validate the MnSTARR 2.0 but to date has not received a response. The risk assessments used routinely in adult probation divisions include the following, which form the basis of triage into supervision:

ASSESSMENT NAME	POPULATION	USE
HENNEPIN COUNTY PRE-SCREENER	New clients	Triage risk screen at the point of entry into adult probation. Recently normed and validated on a Hennepin County probation population.
LEVEL OF SERVICE/CASE MANAGEMENT INVENTORY (LSCMI)	High-risk clients	Used statewide to determine supervision level. Clients who score a 13 or higher on the Hennepin County Pre-Screener receive the LSCMI within 60 days of assignment to a high-risk unit. Re-assessment occurs within one year of the initial assessment and/or at other life events/changes. Also used in pre-sentence investigations.
MNSTARR 2.0	Clients released from a Minnesota correctional facility	Assessment tool mandated for use by the Department of Corrections for clients on Supervised Release or Intensive Supervise Release. DOCCR's use is limited to what is prescribed by DOC policy, including assignment to Intensive Supervised Release, and as part of the Hearing and Release Unit's pre-hearing violation worksheet process.

Other risk assessments used in the adult field divisions include:

ASSESSMENT NAME	POPULATION	USE
STATIC 99R	Sex offender clients	A 10-question instrument for the sex offender population designed to estimate the probability of sexual and violent recidivism based on historical, static, non-changeable risk factors.
STABLE	Sex offender clients	A 13-question instrument for sex offenders that assesses dynamic risk factors such as personal skill deficits, predilections, and learned behaviors that correlate with sexual recidivism by that can be changed through intervention.
ACUTE	Sex offender clients	A 7-question assessment for the sex offender population that measures factors that can change over a period of weeks, days or even hours that may indicate the likelihood of sexual re-offending.
DOMESTIC VIOLENCE SCREENING INSTRUMENT (DVSI)	Domestic violence clients	A 9-item scale conducted on all domestic or domestic-related cases for investigative and supervision purposes.

Diversion/prevention

The department supports the adult diversion efforts offered by the HCAO through its partnership with Diversion Solutions. The HCAO has been offering adult diversion for clients since 1999. For low-level, first-time offenders, diversion often includes community service, provided by the DOCCR's Client and Community Restoration (CCR) Division's Sentencing to Service (STS) program. STS allows adult and juvenile participants to fulfill hours of service as a part of a diversion program or to satisfy fines owed or court conditions ordered by the judicial system.

STS continues to evolve as stakeholders become more informed and the program moves from a punishment-based model to a program that offers teachable moments for life skills and opportunities for restorative practices. In 2019, 5,726 distinct clients worked a total of 161,048 hours in the community. This number significantly dropped in 2020 to 2,394 clients performing 61,751 hours of community work due to pandemic mitigation efforts and restrictions.

Adult Pre-Adjudication Services

The Adult Pre-Adjudication Services (APAS) Division provides services that are supported by pretrial evidence-based practices as well as ongoing efforts to reduce disparities across all areas. The following services, as well as some post-adjudication services, are provided to the courts and clients with pre-adjudication needs:

1. Pre-trial bail evaluations
2. Conditional release supervision
3. Misdemeanor and domestic investigations
4. Felony pre-sentence investigations

APAS also manages the department's central intake and testing lab for all three adult field divisions.

Pretrial Services: Bail evaluations and conditional release Intake

The Pretrial Services units are staffed 365 days per year, Monday – Friday from 6 a.m. to midnight, weekends from 1:30 – 10 p.m. and similar hours on holidays. Staff screen in-custody clients for potential release from the Adult Detention Center utilizing the validated Hennepin County Pretrial Scale tool (bail evaluation). In 2020, 7,518 bail evaluations were completed. This represents a 16% decrease in the evaluations completed in 2019 due to jail population Covid-19 mitigation efforts. Data collected through a comprehensive jail reform study has led to increased oversight of staff-override decisions and regular quality assurance exercises for staff related to the bail evaluation tool. The jail reform summary also highlighted the need to release low-level probation violation clients back into the community pending a court hearing or improved compliance. In response to a jail reform study, pretrial staff have implemented a meet-and-release practice that allows for clients who are picked up on a probation warrant for whereabouts unknown to reestablish contact with their probation officer at the jail and then be released.

Central Intake and Conditional Release

The Central Intake and Misdemeanor Investigation units have merged and are now sharing the work of completing investigative assessments and evaluations at each of the county's court locations. These assessments, in conjunction with client and victim input, allow staff to make holistic recommendations for appropriate post-sentence interventions.

The Central Intake and Conditional Release Unit provides clients and criminal justice partners a central hub for conducting post-sentence assessments, processing court referrals and prison release packets, and initiating inter/intra-state transfer requests. The unit assigns clients to the appropriate probation officer based on information

collected. This high-volume work unit interacts with clients, attorneys, and justice partners immediately following court proceedings. The unit excels at providing efficient client-centered customer service, often in an emotionally charged environment. The pre-screener assessment tool continues to be completed at intake and is utilized to help guide most client case assignments, and the tool has been normed and validated to the county's populations.

In early fall of 2020, the Central Intake and Condition Release Unit undertook a significant project to re-examine and improve processes related to receiving and assigning court referrals. The goals of this project are to have more equitable work assignments across staff, more equitable service to clients across intake locations, and increased efficiencies and flexibility in staff coverage. In response to the pandemic, clients were connecting with probation in a variety of formats (phone, virtual, in-person) and this project will solidify this client-centered practice for the future. The work will be completed in early 2022.

Beyond completing the many facets of intakes and assessments, these units supervise our pre-adjudication clients that are placed on conditional release.

Felony Investigation

The Felony Investigation Unit completes felony pre-sentence investigations, pre-plea investigations, and criminal record summaries for the Fourth Judicial District Court. Felony investigations are a complex process of gathering, analyzing, and synthesizing information about a correctional client for the purposes of sentencing and supervision. The team has started incorporating Brief Intervention Tools (BITS) into the investigation interview process to both allow for more client voice in the interview process and to begin identifying areas of change. In 2020, the unit completed 1,279 felony reports and 6,131 criminal records summaries.

The Felony Investigation Unit continues to provide the court tiered investigations that allow for customized reports that fit the specific needs of individual criminal cases.

Testing lab

The department operates its own drug and alcohol testing lab. Adult clients are referred to the lab by probation officers or are placed on a randomly coded system that identifies required testing days. In addition to urinalysis testing, lab staff administer breathalyzer tests and collect and process DNA samples. The main lab is located at the Hennepin County Government Center, with five additional satellite collection sites.

The unit has undergone significant changes to policy and practice related to drug and alcohol testing. The change to policy and practice shifts the focus of drug and alcohol testing to supporting the sobriety and safety of clients and community and reduces testing for compliance purposes only. To accomplish this, the drug testing lab completed an extensive analysis of drug testing data, brought in national experts on the topic, and engaged stakeholders to determine what changes to practice should be implemented. As a result of these efforts, we eliminated drug testing panels (testing for multiple substances) and asked staff to test for the known substances which clients use, and which are the driver of their criminal behavior. Additionally, the lab removed out-of-date drugs from the testing panel and are requiring supervisory approval to test for specific substances such as THC, ETG and fentanyl. The random testing process has also been redesigned and new criteria for identifying high risk/high need clients has been adopted. Finally, to align our drug testing to a public health model, the drug testing job classes have been reclassified to lab technicians and lab assistants, and we are expanding our staffed community collection sites.

Adult Probation Supervision Services

The Adult Probation Supervision Services (APSS) Division utilizes evidence-based practices and provides services to clients through a trauma-informed and culturally aware lens to enhance community restoration. APSS has implemented the supervisor coaching model for leadership. All supervisors and managers will be trained in this model by the end of 2022. Adult Probation Supervision Services' vision is to operate with dignity, respect, compassion and understanding for all people. The division is committed to providing excellent service to achieve positive outcomes for healthy families, communities, and overall well-being. The division is committed to being trauma-informed and anti-racist in its approaches and interactions. The division holds a belief that it is successful when engaging in collaborative case planning, setting attainable goals, and motivating positive change.

The division is comprised of four traditional high-risk supervision units, one medium-risk unit, two domestic violence units, one low-risk/administrative and court unit and one neighborhood probation unit. DOCCR's record center is also located in APSS. Staff in all units are trained in motivational interviewing and several staff are trained to deliver cognitive behavioral groups including Thinking for a Change, Beyond Trauma, Decision Points, Carey Guides, Brief Intervention Tools (BITS), and Tools on Devices (TODs). There is also an expanded unit responsible for managing the adult community-based service array and delivering internal cognitive behavior therapy groups. All probation officers, supervisors and managers will be trained in the use of Carey Guides by the end of 2022. Staff are actively engaged in efforts to reduce disparities, including ensuring consistent probation violation practices, increasing use of incentives and sanctions conferencing, and increasing presence in the community.

Traditional supervision

Traditional supervision is reserved for clients assessed with high needs and at high risk to re-offend. Probation officers meet regularly with clients in the office and community, monitor conditions of probation, and coordinate programming that addresses the client's criminogenic needs and social determinants of health. Ideally, caseload sizes would not exceed 40 clients per probation officer, allowing probation officers the opportunity to build stronger rapport with clients, leading to positive client engagement in more services and ultimately a reduction in recidivism. In response to the pandemic, traditional supervision officers have responded to client and public safety needs by meeting clients where they are and virtually unless there is a risk or behavior that necessitates an office visit.

Domestic violence

The domestic violence units are geographically located in north and south Minneapolis and receive client referrals based on home address and results of the Domestic Violence Screening Instrument. Probation officers supervise clients convicted of domestic violence offenses by referring clients to statutorily defined domestic violence community programming designed to help clients have healthy, safe relationships. These units also focus on the power and control dynamics of unhealthy relationships and offer resources to victims of domestic violence. A request for proposals has been developed to address gaps in statutorily required domestic violence programming for indigent clients. These additional services will be in place in 2022. In 2021, a validation study of the Domestic Violence Service Inventory (DVSI) was completed to ensure that the tool accurately measures risk for recidivism equitably across gender and race. While the tool was valid overall, changes needed to be made to the items and risk cut points to ensure balance between equity and accuracy. Based on the findings, the evaluation recommended the removal of items from the tool, changes to the risk cut points, and the addition of a moderate-risk caseload for men. A project committee was formed to implement these changes in late 2021.

Probation Reporting Center

Probation Reporting Center units have large caseloads (250:1 low and 80:1 medium) of low- and medium-risk clients. We are in the process of developing a medium-risk supervision model based on dosage principles and will be implementing throughout 2022. Probation officers utilize software to assist in monitoring court-ordered conditions of low-risk groups and are setting up a case expediter for very low-risk cases. The focus of these caseloads is to provide just enough support and resources to motivate clients to complete their court-ordered conditions and move to administrative probation.

A small number of additional agents monitor the administrative caseloads for the sole purpose of travel permits, response to new offenses, and restitution obligations. These caseloads are set at 1,000:1. This year, the department began systematic identification of clients eligible for early discharge from the administrative caseloads. Further effort to improve and expand this practice in collaboration with the county's justice partners is underway.

Neighborhood Probation

The Neighborhood Probation Unit is a community-based probation model, focused on creating and sustaining partnerships with community organizations, law enforcement agencies, and local leaders. Probation officers in the unit respond to the supervision needs of their clients, as well as the specific needs of the communities they work in. By working closely with their clients, community organizations, and public safety partners, staff can act as liaisons to the criminal justice system with a focus on collaboration and proactive activities to reduce crime.



During 2022, the department will continue participation in Group Violence Intervention (GVI), which is executed primarily by the Neighborhood Probation Unit. This initiative is sponsored by the City of Minneapolis in partnership with the DOCCR and community service providers. GVI focuses on clients at greatest risk to use a gun in retaliation to an incident committed against them or their group, or to become a victim of gun violence. This program provides specialized services to this high-risk population through group meetings or individual custom notifications and round-the-clock case management support and services through NorthPoint Health & Wellness.

Adult Specialized Supervision Services

The Adult Specialized Supervision Services Division utilizes a client-centered approach, striving for positive reintegration of clients into the community by engaging employees to provide best practices to those the division serves. All specialized supervision services are aligned with evidence-based practices: utilizing motivational interviewing and cognitive behavioral skill building in conjunction with administering risk/need assessments for appropriate supervision level, and case planning for targeted goals and interventions. These services are provided equitably to clients transferring in from other corrections jurisdictions, released from a Department of Corrections (DOC) Correctional Facility, sentenced by a treatment court, or convicted of a sex offense.

Interstate/Intrastate

The Interstate/Intrastate unit consists of agents who supervise clients convicted in other counties or states who reside in Hennepin County or are requesting to obtain residency here. Probation officers in this unit investigate incoming transfers to determine the appropriateness of the transfer of supervision, which is ruled by Minnesota Intrastate Policy or the Federal Interstate Compact Law/Rules. Supervision in Hennepin County of such cases requires client stability and likelihood of success via stable housing, employment, and prosocial peer support. This unit uses the same supervision model as high-risk probation units.

Intensive Supervised Release

Intensive Supervised Release (ISR) agents provide supervision to the highest risk clients released by the DOC from a Minnesota Correctional Facility (MCF). Prior to release, the Minnesota Screening Tool Assessing Recidivism Risk (MnSTARR) is administered by DOC staff to determine eligibility for this phased supervision model. The program requires multiple means of supervision: house arrest, global positioning system (GPS), curfew, mandatory employment, education or 40 hours of prosocial activities, and participation in programming applicable to re-entry. ISR agents receive comprehensive training to effectively supervise these clients; due to the intensity of the supervision and per Minnesota state statute, the caseload size is sustained at 15 clients to one agent.

Intensive Supervised Release

The Supervised Release (SR) units consist of agents who also supervise clients released by the DOC from prison. The DOCCR recently established the Enhanced Supervised Release Unit which supervises clients convicted of a sex offense; these clients previously participated in Intensive Supervised Release. This additional (third) SR unit allowed caseloads to fall in line with the 40:1 target. Supervised Release and Intensive Supervised Release units follow DOC policy in their service delivery.

Enhanced Supervision

Enhanced Supervision (formerly known as the Sex Offender Unit) consists of probation officers specializing in supervision of clients convicted of a sex offense and placed on probation by the Fourth Judicial District Court. These probation officers administer the Acute, Stable, and Static assessment tools to determine risk of sexual re-offense. This assessment process is essential for the development of individualized case plans, which guides supervision of clients with a combination of accountability and individualized treatment services. This unit provides ongoing monitoring of electronic devices for websites that clients are prohibited from accessing.

Hennepin County Treatment Courts

During 2019, all four Hennepin County treatment courts adjusted program criteria to better align the respective supervision models with evidence-based practices. One change among all treatment courts is a triage intake/assessment of referrals to objectively identify those who are eligible for these unique services and delineate which treatment court best meets each client's needs. This new treatment court triage intake process began in early 2020. At the onset, the Hennepin County pre-screener is administered to determine risk level with the focus of

targeting medium- and high-risk clients for treatment court, which is coupled with screening of needs by a county social worker.

- DWI Court uses a research-based approach to decrease recidivism of chronic DWI clients.
- Model Drug Court provides intensive intervention and supervision for high-risk clients convicted of a drug or property felony offense. This model is more often used as an opportunity for community intervention on departure cases.
- Mental Health Court provides services to clients who are struggling with serious and persistent mental health issues including a history of psychiatric hospitalization, competency evaluation, and/or civil commitment. The Mental Health Court developed a phased program last year for clients with the intent that the client visualizes progress and experiences life changes throughout participation.
- Veteran's Court meets the unique needs of veterans who have been adversely affected by their service in the armed forces, specific to active duty. Probation officers in this court partner with the county's Veteran Services Office, creating comprehensive models of service while clients are being supervised.

Operations and Innovation Services

The Operations & Innovation (O&I) area continues to support the department's field and institution areas of business by providing services that enhance strategic change, data-driven decision making and innovation. The O&I area is comprised of the following service teams.

Administrative Services

Administrative Services (AS) was formed to support the department's mission of applying fair practices in all aspects of department personnel management and to assist in employee engagement and workforce development. AS includes the Professional Standards & Conduct (PS&C) Unit, which performs administrative, workplace and Prison Rape Elimination Act (PREA) investigations and serves as the department liaison for matters referred to law enforcement for criminal investigation and potential criminal charges. The Access and Background Unit completes pre-employment background studies and criminal record access checks. In addition, AS also serves as the county-recognized responsible authority for all public data and ensures compliance for data systems owned and operated by other government entities (BCA, FBI, etc.) and provides centralized support and coordination of department policy.

Communications

Hennepin County centralized communications staff across the county and DOCCR's public information officer (PIO) directly reports to a manager in the Communications and Engagement Services Department located in the county's Operations line of business. The PIO assigned to DOCCR engages both internal and external audiences to promote department initiatives and services and provide information through a variety of communication channels. The PIO and other communication staff are responsible for responding to news media requests, overseeing digital communication content, preparing marketing materials, planning department special events, and developing educational products for community members, clients, and elected officials. The unit also coordinates with other Hennepin County public safety partners to ensure a system-wide approach to criminal justice education and promotion.

Information System Management

The Information System Management (ISM) Unit oversees the client information system CSTS and all integrations with other source systems. The unit works in collaboration with CSTS users, management, vendors, and other justice partners to provide a system that is user-friendly and provides accurate data for reporting. The unit consists of system administrators who work

closely with the eight divisions to understand business needs and determine future enhancements for the system. The unit focuses on training staff yearly and ensuring uniform practices are created and/or maintained to improve data quality. To ensure continuous improvement of the product, a large part of our focus is on release planning, which includes gathering requirements, testing, training, and deployment.

Over the past few years, the unit focused on converting to CSTS for the juvenile divisions. The project included enhancements to CSTS that other statewide agencies could utilize. The major new functionality provided agents the opportunity to document all client-related incident reports, response guides, and client interventions. In conjunction with this work, the CSTS statewide committees are working on standards to collect data at a statewide level.

The focus over the next few years will be to continue to have releases to improve the system, and to continue to work on data auditing reports to ensure data accuracy for department-wide decisions. In addition, the divisions are continuously making business process changes and the unit supports these changes as it relates to the client information system. This requires continuous creation and maintenance of uniform practices to ensure data continues to be entered in a consistent manner. Data quality will continue to be a focus and the unit will work with our reporting unit to create data auditing reports to ensure the system has the most accurate, up-to-date data.

Strategy, Planning and Evaluation

The Strategy, Planning, and Evaluation (SPE) Unit continues to support the department by providing services such as assessment tool norming and validation, customer feedback, facilitation, policy analysis and coordination, progress improvement program development and evaluation, and strategic planning. This area continues to grow in support of the department's operational and strategic initiatives. Currently seven staff and one manager work in this unit.

SPE is focused on growing the practice of formal project management—both by staff in the unit as well as by staff from across the department. To support this effort, SPE has created a six-pronged approach to growing project management that has begun to be implemented: Create a toolkit of templates and resources for project management; communicate the business value of project management to managers; provide initial project management training; train sponsors in their role; offer just-in-time consultation for project managers; provide mentoring/coaching for staff who are growing their project management skills; and create a space/forum for staff to share ideas related to project management.

Business Intelligence Team

The Business Intelligence Team was formed to improve data analysis services by leveraging technology to provide accurate and timely data for operational, fidelity and outcome reporting. The team includes a database administrator to build and design our data warehouse along with three full-time analysts to use that data for reporting and analytics. Currently, this team has focused on expanding the department's use of Power BI, a Microsoft data visualization product that allows stakeholders to see almost real-time data and manipulate it by a variety of variables. In addition, the team also uses SQL for report development and Qualtrics for data collection and continues to provide long-form research reports in support of DOCCR's strategic and operational initiatives.

Train, Coach, Practice

The Train, Coach, Practice (TCP) Unit works in collaboration with department employees, trainers, and justice partners from the public and private sectors 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 county's Human Resource Learning and Development unit to connect staff to leadership and professional development training. The TCP Unit designs and delivers programs consistent with evidence-based correctional and safety practices, as well as state and federal mandates. The goal

is to present the knowledge and skills to inspire employees to work more effectively and efficiently with clients, criminal justice partners, and stakeholders.

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

Contracts and Financial Services Unit

The Contract and Financial Services Unit (CFU) is responsible for the department's overall budgeting, financial management, contract services, internal controls, and position management. For financial management, the CFU develops the annual operating and capital budget, provides ongoing financial reporting on revenue and expenditures, manages the accounting related to client fee and restitution collection, and oversees accounts payable and receivable.

The team also provides the department's human resources and payroll services, including submitting performance review increases, processing new/promoted employees, answering human resources and benefit questions for staff, running and approving payable time reports, monitoring employees' timecards, and processing W-4s, direct deposit and pay increase activity.

In collaboration with operating divisions, the CFU develops and manages all contracts for services and grants within the department. The contracts team manages approximately 110 contracts totaling \$25 million in services from various providers and \$4 million in grants and receivables.

In a large department, ensuring proper position management is an essential component of fiscal responsibility. The CFU prepares and publishes 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 department's mission and vision.

The unit manages accounts payable and receivable functions for divisions within the department that do not have their own finance staff, and activities that have department-wide application. The unit also monitors activities for compliance with applicable policies and procedures and aids division finance staff and managers to help resolve more complex issues.

Institutional Services

Adult Corrections Facility

The Adult Correctional Facility (ACF) provides short-term custody and programming for adult offenders convicted of felony, gross misdemeanor, and misdemeanor offenses. Commitments to the ACF are primarily received from the Fourth Judicial District Court, which may use the facility as an alternative to long-term commitments to the DOC. The maximum stay is 365 days. As with all aspects of our work, the ACF had to adjust significantly to ensure the health of residents and staff. In early 2020 a court order was enacted that allowed for deferred reporting to the ACF for those sentenced and booked from the community. Additionally, those clients booked as in-house work release could serve their sentence on Electronic Home Monitoring. This resulted in a significant decrease in the average daily population at the facility. For comparison, our 2019 bookings were 4,334 and our 2020 bookings were 2,542. The average daily population in 2019 was 356 compared to 126 in 2020.

The ACF's mission is to provide a safe, secure, and efficient facility and to reduce the risk of re-offense. The Program and Services team at the ACF provides and coordinates educational, employment, vocational, chemical health, and personal

growth programs. In addition to providing opportunities to build work habits on the job, both inside and outside 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-offense. The Productive Day program is a core component of the ACF's operation. Residents are afforded employment opportunities to develop positive work habits. DOCCR eliminated the fees associated with the Productive Day Program starting in 2022 as a part of our disparity reduction efforts.

The ACF continues to provide medically assisted treatment (MAT) to clients with opioid abuse disorders. The MAT program allows participants who have an opioid abuse disorder to receive Suboxone while completing their sentence as well as substance abuse assessment and referral to treatment where eligible. During this time, residents receive medical follow-up, substance use disorder support, and case planning for transitioning back into the community upon their release and continuation with treatment.

The Transition from Jail to Community (TJC) program continues to serve residents providing referrals and services as residents leave the facility. An additional social worker position to expand this work will be added in 2022, which should allow for more residents to receive these important transitional services and support success in the community.

Youth Residential Treatment Center

The Youth Residential Treatment Facility (YRTC - formerly known as the County Home School) is a state-licensed, residential treatment center for juveniles committed by the court. The mission of the YRTC is to provide interventions that lead to client 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. The department accomplishes this by implementing research-based interventions that reduce criminogenic risks and needs, and by making program changes based on outcome measurement and evaluation. Educational and vocational training augment treatment interventions aimed at targeting the high risks and needs identified for each youth. The goal is to improve each youth's ability to live productive, responsible lives when returning to their families and communities.



In 2021, a decision was made to permanently close the Youth Residential Treatment Center. Reform efforts related to out-of-home placement have resulted in increased reliance on community-based interventions for youth and significant reductions in the need for out-of-home placements. It is anticipated that the YRTC will close in the first quarter of 2022. This will allow youth at the YRTC to finish their placements and for DOCCR to develop additional alternatives to out-of-home placement in Hennepin County.

Juvenile Detention Center

The Juvenile Detention Center (JDC) is an 87-bed DOC-licensed secure detention facility for juvenile male and female youth ages 10-17 and those up to the age of 21 under extended juvenile jurisdiction awaiting court disposition. In 2019 our average daily population at the JDC was 37 as compared to 33 in 2020. Hennepin County police departments and juvenile courts are the primary sources of admission referrals. Most referrals are for person offenses and warrants.

In addition to operating a safe and secure environment, a variety of educational programs and services are provided at the facility. While the pandemic affected the JDC's ability to provide some programming in person, some services such as MN Adult Teen Challenge sessions continued related to substance abuse as did services from Family Tree.

In partnership with Stadium View School, residents age 18 and younger who have not graduated from high school or have not earned a GED are enrolled in the education program. Youth who have a high-school diploma or GED can voluntarily participate in education while at the JDC.

Classes are led by teachers from Minneapolis Public Schools, and residents receive credits in science, math, social studies, language arts, and physical education. Additional after-school programming is available to help residents make up credits and/or improve their academic skills. Over the course of the pandemic, JDC has followed the Minneapolis Public School's decisions on delivery to include completely virtual and hybrid. The 2021/2022 school year has been fully in-person.

During the height of the pandemic, the educational attainment of all youth experiencing distance learning was a concern. This was particularly true of youth in the justice system and youth without access to computers or the internet. Significant county investments were made during the pandemic to address the digital divide for justice-involved youth by providing devices such as Chromebooks, hotspots, and access to tutoring. In DOCCR alone, over 150 Chromebooks were provided to youth.

A wide array of support services is available at the facility, including a medical unit that delivers health care to residents 24 hours a day, seven days a week. Care includes both physical and mental health services, psychiatric services, crisis intervention, medication management and an on-site social worker whose primary responsibility is to provide preventive and direct services to clients who have mental, emotional, or physical needs. Other support services provide constructive, age-appropriate programming and activities for group and individuals to encourage them to make responsible choices, focusing on worship, social justice, trauma-informed interventions, sexual health, and opportunities upon release. In 2019, a social worker was added to the JDC to provide support, advocacy and resources for youth and their families during their time at the JDC. Additionally, a social worker from the Youth Residential Treatment Center will be re-allocated to the JDC in 2022. Finally, a new pilot project, in collaboration with Hennepin County Human Services, to connect youth who have low-level felony offenses and their families with community-based supports began. The goal is help reduce the likelihood of return to the JDC and to promote youth and family well-being through services outside of the justice system.

Client and Community Restoration

The Client and Community Restoration Division (CCR) has refined several of its services to further elevate the ways in which it is client-centered during the past year. Service changes focused on reducing disparities and other barriers to client success. CCR continues to promote public safety and participant accountability through the array of services available to clients. Data drives the division and informs the work and allocation of resources to be successful.

With few exceptions, CCR continued to operate at full capacity during the pandemic, providing 24/7, 365-days-a-year monitoring of clients on Electronic Home Monitoring and Remote Electronic Alcohol Monitoring. When not in full service, CCR supported the community by building plexiglass barriers and collecting and distributing face masks and other safety equipment to residents and county staff.

Electronic Home Monitoring

Adult and juvenile clients referred to Electronic Home Monitoring (EHM) continue attending school and work while living at home, versus being incarcerated. The use of EHM by the courts as a less restrictive alternative continues to

grow as the effectiveness of the program continues to be demonstrated and the Hennepin justice system invests in alternatives to incarceration.

The EHM Unit consists of approximately 32 staff, and client proximity is monitored 24 hours a day, 365 days a year. The program has an average of 500 active clients at any given time. In addition to monitoring participants remotely, staff conduct field visits to gather needed information or documents from clients, monitor court conditions and verify their safety and well-being.

Over the course of the pandemic, clients sentenced to the Adult Corrections Facility (ACF) on a work release status were instead placed on EHM. This has allowed the population to stay low at the ACF to mitigate the spread of Covid-19 and still support public safety. While this has been a response to the pandemic, work is being undertaken to consider this option a long-term response to clients sentenced to the ACF under work release.

To keep juveniles out of the Juvenile Detention Center (JDC) during the height of the pandemic, EHM staff relocated to the juvenile court building to ensure that youth could have easy access to EHM. This practice has proved successful in reducing the numbers of youth in detention and barriers to successful EHM placement.

Remote Electronic Alcohol Monitoring

Remote Electronic Alcohol Monitoring is accomplished via a hand-held breathalyzer or an ankle monitoring device. In 2021, this responsibility was moved from Adult Pre-Adjudication Supervision to CCR to be more efficient in administration of the program, reducing redundancies created by housing partial functions in two divisions. The division's community location, expanded the hours of operation and variety of equipment drop-off locations makes accessing services more convenient for clients, creating less barriers to engagement and success. CCR continues to monitor length of time on this service with District Court to keep overall cost of administering the program low. The need for remote electronic alcohol monitoring currently surpasses the grant award funding its operation.

One-Day DWI Program

DOCCR's One-Day DWI Program was moved from Adult Probation Supervision Services to CCR in 2020. This team collaborates closely with community providers and about 3,000 clients per year who participate in the program as an alternative to more traditional probation supervision models. This alternative has been proven to reduce recidivism by 50% for participants. Program staff manage the program's vendors, summon clients to the court when the program is not completed on time, and staff that calendar. The additional benefit of moving this program to CCR is that staff can efficiently manage the client's DWIP participation along with any STS condition they may have.

Sentencing to Service

The Sentencing to Service (STS) program allows adult and juvenile clients to fulfill hours of service to satisfy fines owed or conditions ordered by the courts. STS continues to evolve as stakeholders become more informed and the program moves from a punishment-based model to a program that offers teachable moments for life skills and opportunities for restorative practices.

Clients can schedule their service hours online or over the phone. Service hours are available in either eight-hour or four-hour increments to provide options based on client need and to encourage completion of their hours. STS crews operate seven days per week with multiple pick-up sites. Approximately 32 crew leaders provide instruction to, and work alongside, participants to provide an array of services in the community, largely contracted for by

municipalities. These services tend to be centered on basic lawn care and maintenance as well as snow removal. STS provides participants with an opportunity to learn introductory landscaping skills while providing valuable and restorative services to the community. While services were curtailed during the pandemic to mitigate the spread of Covid-19, a total of 2,394 distinct clients worked a total of 61,751 hours. This is significantly less than the number of clients served and hours worked in 2019, but crews are again operating fully and we expect the level of service to return to pre-pandemic levels.

Community Productive Day

CCR's Community Productive Day program consists of a team of five staff and 16-20 participants. Participants earn a livable wage (\$15/hour) while learning transferrable skills, and typically spend six months in the program before being placed into jobs with private-sector businesses. Wrap-around support services are provided by community providers throughout the program and post-placement into the workforce.

Currently, the pathway for employment includes construction training for men and women to be placed into union jobs after successful completion of on-the-job training and a union-approved classroom curriculum. Data is being recorded and tracked for each participant to measure early implementation outcomes and prepare for a full evaluation.

For young adults, CCR is partnering with the Minneapolis Parks and Recreation Board to renovate the historical Ard Godfrey house. The goal is to provide six young people on supervision, ages 18 to 24, with 32 hours a week of hands-on skill building and eight hours of classroom activities as they renovate this important location. The pilot not only builds skills for sustainable employment but engages young people in the broader opportunities of the Minneapolis Parks and Recreation Board by having all hands-on skills occurring in park settings. With a successful pilot, we anticipate an ongoing partnership with the goal to complete at least three more remodels and include up to 12 young people a year through 2024.

Community Productive Day continues to explore more pathways to employment. Planning for a forestry pathway, as this field has a high need for skilled tree care professionals, is currently underway. This pathway was successfully piloted in 2019 in partnership with the Department of Natural Resources and not only addresses disparities in income for our clients of color but also provides clean air and mitigates the effects of climate change. The department hopes to use this pathway to demonstrate the portability of the Community Productive Day model to a variety of industries and locations. Finally, CCR is designing a community private-sector workplace program modeled after the success of the ACF's program with goal of launching contracts for more individualized work placement in 2022.

Institutional Services Planning and Oversight

The Institutional Services Planning and Oversight (ISPO) Unit centralizes the encompassing services, systems, and projects that support various operations of the department's institutions and business locations. Specific responsibilities of the ISPO unit include:

- Operational planning for DOCCR residential services.
- Long- and short-term facilities planning and coordination, including capital improvement program development and coordination.
- Facilitating and coordinating facility audits, including the National Institute of Corrections and APPA security audits, federal PREA mandate audits and National Commission on Correctional Health Care Accreditation.

- Managing the medical contract, which provides quality health care to residents while in custody at the Adult Corrections Facility, Juvenile Detention Center, and adult field clients who live with serious and persistent mental illness (SPMI).
- Emergency management plan development, such as business continuity, Pan Flu, Covid -19, and continuity of operations.

Housing Initiatives

The department has recognized the importance of stable housing for the well-being of all clients. Housing and financial stability poses a significant challenge to clients. DOCCR has approximately 1,109 clients who are homeless on any given day.

In addition to the housing barriers that being involved in the justice system can create, there are additional and distinct barriers faced by certain client populations (such as clients with families and those convicted of sex offenses), extremely low vacancy rate within major urban areas of Hennepin County, and increased rental and homeownership costs that all contribute to the challenge of clients sustaining housing. The department has been working with other Hennepin County departments who specialize in housing supports to identify appropriate housing options for our hard-to-house population. It is unlikely that the county alone can build its way out of such a housing crisis; however, with strategic local and state partnerships and increasing the utilization of housing options, the county will be able to address housing stability concerns for some clients. DOCCR has been awarded a grant of \$50,000 from the DOC (with a 100% match) to provide housing to underserved populations. We continue to think strategically and creatively about ways to support housing that isn't tied to services, but rather supports the basic needs of our clients as a foundation to desistance.

The DOCCR contracted services detailed below provide options to support clients' housing issues, but do not cover the breadth nor depth of the needs. DOC contracted services, in addition to these investments, assist with housing Supervised Release and Intensive Supervised Release populations. Additionally, we hold promise for the DOC's effort to convene a work group that considers the impact and efficacy of municipal housing restriction ordinances for registered predatory offenders.

DOCCR contracts with 180 Degrees (\$200,000) to provide correctional therapeutic counseling and supervision services in a residential setting for adult male clients who are on supervised release, intensive supervise released or extended juvenile jurisdiction. During this 60-day stay clients have a caseworker who helps develop a case plan to secure stable employment, housing, and sobriety.

DOCCR currently has a contract with Alpha House (\$160,000) to provide both inpatient and outpatient treatment for adult or EJJ clients with sex offenses. There are five distinct tracks for the for the residential program. Most programs last between 60 and 120 days and include intensive therapy, return to the community, and continued outpatient treatment. An additional long-term program, without time constraints, is available for clients with significant needs and an inability to successfully engage in shorter-term programming.

Portland House, operated by Lutheran Social Services (\$50,000), provides correctional residential programming to adult males or Extended Juvenile Jurisdiction youth. The program operates within four phases, with the final phase beginning when clients have met most of their goals and have the ability and confidence to re-enter the community into a safe, stable, and sober environment.

The Network for Better Futures (\$200,000) primarily serves adult African-American men with housing and employment. They offer transitional housing services, employment coaching and other programming. The services culminate in clients maintaining employment and independent housing.

DOCCR also maintains two contracts with RS Eden. The first is for supportive housing for up to 16 youth, single adults, and families (\$90,000) who have barriers to obtaining affordable housing and wish to live in a recovery-focused community at Emanuel Housing Programs. Services provided include case management, recovery supports, and community engagement. A second RS Eden contract (\$50,000) also provides residential housing for adult men and women at three locations: Reentry West, Reentry Ashland, and Reentry Metro. Reentry Metro is specifically for women with children or issues related to child protection.

Strategic plan and outcome measures

Strategic planning

The department focuses on two distinct frameworks to guide strategic change – correctional evidence-based practices and Hennepin County’s disparity reduction domains. These two frameworks are integral to the department’s process of strategic planning and strategic goals. DOCCR has set strategic goals based on these two frameworks:

1. Reduce racial disparities within department practices.
2. Sustain and expand foundational evidenced-based practices to address clients’ overall well-being.
3. Build equity into department’s workforce and support workforce needs.
4. Increase the community’s input and influence in the department’s practices.

Reducing racial disparities

DOCCR continues to engage in a variety of wide-ranging projects to reduce racial disparities in DOCCR. In our 2021 budget we eliminated the correctional service fee for clients who are eligible for a public defender. In 2022, we expanded this to eliminate the correctional service fee altogether, along with the Public Sector Work Program fee for clients at the Adult Corrections Facility. We continue to evaluate fees for working adult clients and third-party fees through vendors as a place for future reform.

Other significant work to address racial disparities is the inclusion of race equity in our validation of risk assessments. In validating both the DVSI and the LS/CMI, we conducted item analyses that pointed to some individual components of the tools as more predictive of race than recidivism. We have removed these items from the DVSI and scored the LS/CMI items as zero to be more equitable. A shift in the cut points to balance both community safety and bias was also implemented.

In 2019 and 2020, Hennepin County offered supervisors and managers across the county an opportunity to participate in training in the Race Equity Impact Tool. The tool is designed by the Government Alliance on Race and Equity to help guide policy, program, budget, or service decisions in alignment with Hennepin County’s disparity reduction goals. Most DOCCR supervisors and managers have been trained in this tool and we will be operationalizing and using this tool starting in 2022.

Finally, DOCCR has been investing deeply in tailored services for clients impacted by racial disparities, recognizing the disproportionality in successful completion of current programming for these groups. While we have a long-standing practice of contracting to serve youth, clients in need of housing, and sex offense case-specific services, the primary programming for the remaining adults has been focused on substance use disorder treatment. DOCCR has expanded its adult community-based service array to offer free domestic abuse programming for indigent persons, violence interruption services, Afrocentric cognitive-based recovery programming, fellowships for medium-risk populations, and trauma recovery. We are doubling the number of dedicated probation offices to the delivery of cognitive behavioral groups and have begun a new psychosexual education group for bilingual clients. In 2022, we will build out an adult community-based array of services unit as a complement to the unit within the Juvenile Probation. We will also be providing mental health teams to

support clients' behavioral health needs as well as receive recommendations from the Placement Alternatives workgroup to reimagine the concept of residential treatment centers. This group will work with community to arrive at a new structure to better serve our youth most disproportionately represented in our current out-of-home placement population.

Sustain foundational evidence-based practices and client well-being

Evidence-based practices are foundational to community corrections. DOCCR continues to ensure that staff have the training and skills to provide these services. Staff continue to be trained in Motivational Interviewing, assessment, case planning and cognitive behavioral interventions.

Based on an examination of the impact of Thinking for a Change (T4C), and the inability to determine its impact on recidivism, DOCCR implemented Decision Points as an alternative group intervention. In addition, a project to operationalize our referral and resourcing of group cognitive behavioral intervention was also started. This project successfully completed in 2021 and positions DOCCR to have a stronger organizational culture and capacity for group cognitive interventions, quality assurance, and oversight. In addition, we have been training staff and utilizing Carey Guides and BITS for one-on-one cognitive interventions. The advent of the pandemic ushered in the use of Tools on Devices so we could continue this work virtually with clients.

Supervisor coaching has been widely identified as a key component for successful implementation and integration and a competency driver of new skills as noted in EBP research, clinical supervision, and implementation science. In April 2019, a volunteer cohort of supervisors who were interested in helping shape a coaching model for field services came together with DOCCR's EBP coordinators and consultant Jane Hurley-Johncox to begin this work. This group developed a model that aligns with a Motivational Interviewing approach and the ongoing steps of case planning. The supervisors in the pilot cohort have developed and launched coaching with their 10 individual teams of supervising agents in both adult and juvenile probation. Their managers have also been trained in the coaching model to support a parallel process woven throughout the organization. The second cohort of 10 field supervisors has begun initial training with hopes of launching coaching with their teams in the first quarter of 2022; the third and final cohort will begin in the second quarter. To date, 10 supervisors have been trained and launched, 10 managers have been trained and begun the launch process, and 10 additional supervisors began the training phase in August 2021.

As mentioned above, our investment in continuously validating our assessment tools and improving those tools for accuracy and equity is an ongoing strategic initiative. We hope to move out of pilot status with the REACT tools in juvenile probation later this year and shift to a permanent install of that practice. That shift will trigger the beginning of a replacement case planning practice model in juvenile probation called Growth Focused Case Management. Both adjustments are made to incorporate the evidence-based practices from brain science research and positive youth development models into the existing criminogenic profile used by the corrections field.

Finally, as a data-driven organization we continue to invest deeply in our two information systems, technology to support quality service delivery, ongoing performance and outcome measurement. We continue to fund and utilize enhancements to CSTS. Next year we will be implementing the interventions module across the department and promoting the use of a new client portal, both of which will support best practices and improved outcomes for clients.

DOCCR continues to be a county leader in the use of data analytics. We have developed an innovative team of analysts and IT professionals to develop a data warehouse that uses data visualization software to convert case management data into accessible, usable, up-to-date, and dynamic information. The use of Power BI to provide dynamic, current data to staff has expanded and we now have a public data portal⁹ providing relevant information to the community. Internally, the

⁹ [Community corrections and rehabilitation data portal | Hennepin County](#)

development of these analytical tools has allowed us to monitor caseload capacity, trends in violations and out-of-home placement. Additionally, the Hennepin County Public Safety line of business has recognized the value of integrating data across public safety partners for deeper analytics. A public safety data lake was developed through a memorandum of understanding that provides guidelines about reporting, data governance and usage.

Build equity in the department's workforce and support workforce needs

Currently, our strategic initiative around this goal is to partner with Culture Brokers to do a deep assessment into DOCCR's culture as it relates to our workforce and racial equity. Culture Brokers, a local consultancy group focused on helping organizations achieve their diversity, inclusion, and equity vision, is leading our strategy team to help embed a racial- equity lens within our day-to-day work. This initiative's goal is to ensure DOCCR has a culture of race equity reflected in our language, values, policies, and practices. Currently, the strategy team and the consultants are creating a plan of action for the department with recommendations that will be implemented in 2022.

A second initiative is focused on updating the probation/parole officer job classification and internal promotional process. There were limited distinguishing characteristics among the three job specifications within the series (i.e., probation officer, senior probation officer and career probation officer) with respect to the duties and responsibilities of the positions. Further, the job specifications had descriptions of the work that were corrections-heavy and did not reflect the cultural, philosophical, and practical changes to the work agents did in working with clients through an evidence-based, trauma-informed, and client-centered lens. A workgroup was pulled together to not only rewrite the job specifications, but also to evaluate and revise the promotional process, which heavily favored education over experience, and time in a chair over demonstrated competency of duties and responsibilities. The proposed process is informed by those who are agents themselves, with a focus on setting consistent expectations for agents at all levels of the job series. Further, the process also now includes a review committee composed of internal and external stakeholders to objectively evaluate agents' representation of their work according to the distinguishing characteristics of the promotional job classification, much aligned with promotion processes coordinated by the Department of Corrections statewide. These new job distinctions and promotional process address equity concerns raised by agents (e.g., education has historically favored the White dominant culture), embeds use of evidence-based practices and skill development for agents at the highest title of the job series, and sets clear expectations for promotion within the job series.

Increase the community's input and influence in the department's practices

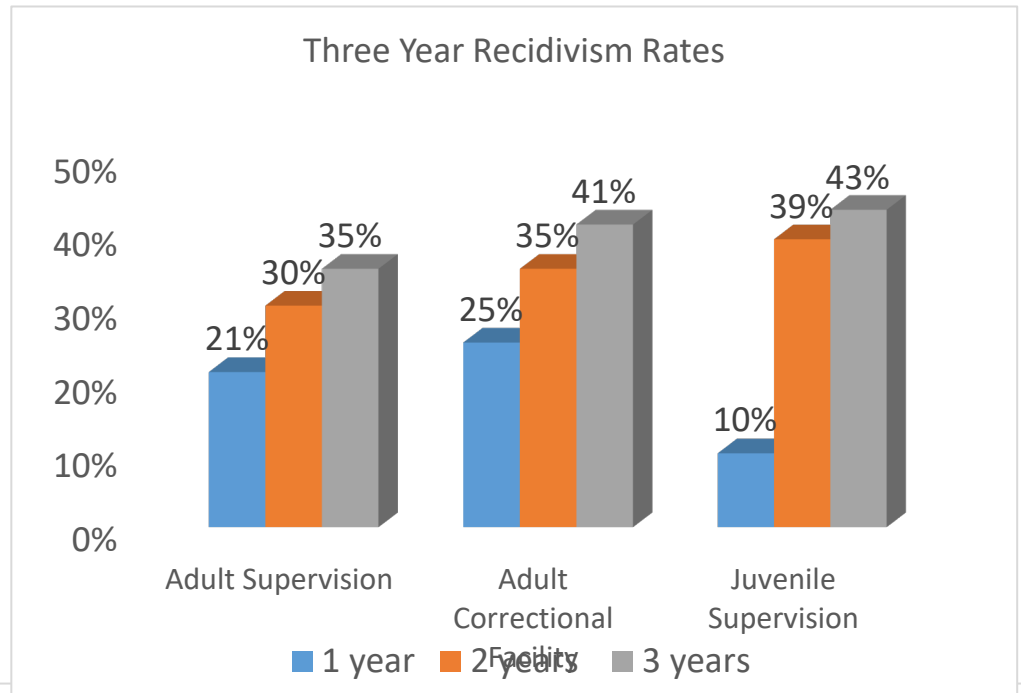
DOCCR has developed the Community Corrections Coalition to increase the opportunity to work collaboratively with our community, particularly as it relates to racial disparities and service gaps. The CCC is composed of community members, service providers, staff, and people with lived criminal justice experience. The coalition meets monthly to provide input on DOCCR policy and practice and to hear about the work of different parts of the justice system. The group has provided input on a variety of policy, including our Use of Force policy and the ACF's body-work camera policy.

Another significant effort related to the strategic goal of increasing community input and influence was the creation of the Youth Justice Council (YJC). The YJC was created to improve and reform the juvenile justice system by eliminating the unnecessary use of secure detention; eliminating disparities based on race, color, national origin, religion, sexual orientation, gender, gender identity, or disability; and providing access to effective community-based and culturally appropriate services for youth and their families. The YJC is tri-chaired by a community representative, judge and our Juvenile Probation Division manager and includes paid community representatives from impacted communities, faith-based communities, parents, concerned citizens and community providers. A unique subgroup of this council is a Youth Advisory Board, a board of youth paid through a community contract to support them in giving voice to justice system reform. The Eliminating Racial Disparities and Underserved Youth standing sub-committees are also a part of the YJC structure.

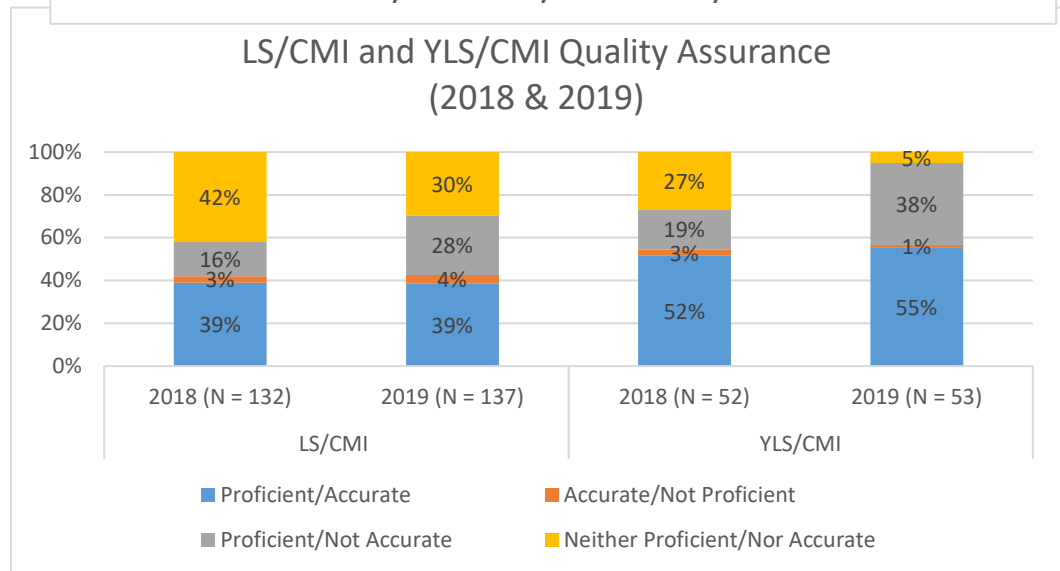
In addition, DOCCR has been intentional about community voice in our contracting process. We recently completed two requests for proposals (RFP) processes that included community members as reviewers: one for community-led, evidence-based services for our Black, Indigenous and People of Color (BIPOC) adult services; and a review of a request for proposals for services for juvenile girls. This inclusion brings new perspective, knowledge and understanding to the needs of our clients.

Outcome measures

As a data-driven organization, the department consistently monitors key outcome measures. As a correctional agency, recidivism is the most often cited outcome indicator. The department is currently discussing additional, more specific ways to discuss and report on recidivism. When looking at the department's recidivism rates¹⁰, at three years, between 35% and 43% of clients have recidivated. However, a closer look shows that the median length of time to recidivism for adults is approximately nine months. By two years, the rate of recidivism levels off.



Examining staff ability to perform the skills associated with evidence-based practices is integral to success as an organization. Because assessment forms the basis of how clients and probation officers work together, ensuring that risk assessments are done with skill is a key performance measure. The LS/CMI and YLS/CMI quality assurance exercises are conducted each year to determine staff proficiency and accuracy. An assessor is deemed to be proficient if the final score of the assessment is within two points of the actual score. For accuracy, the established statewide goal is 90% correct items.

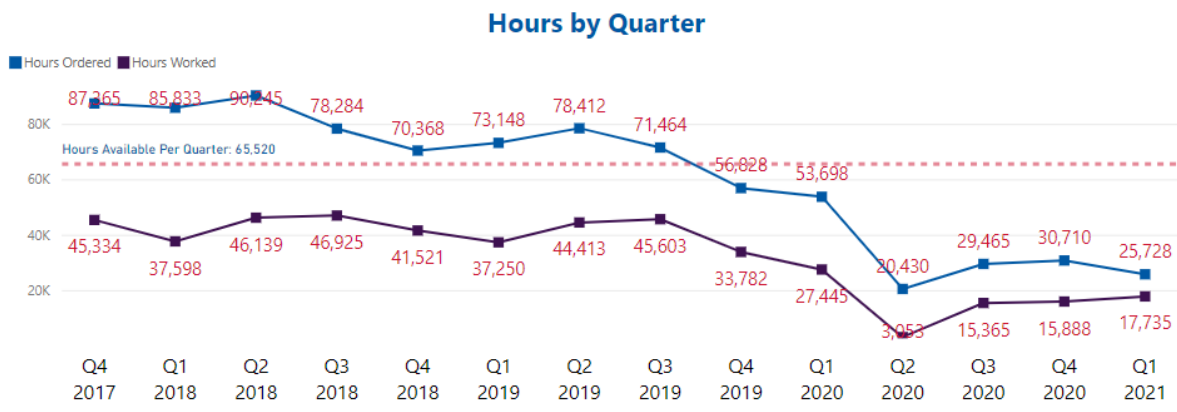


¹⁰ Misdemeanor or higher level conviction within three years of supervision start or release from the ACF.

Not all staff complete the exercise each year. In both 2018 and 2019, about 4 in 10 (39%) of staff were both proficient and accurate when scoring the LS/CMI. The percent of staff who were deemed neither proficient nor accurate decreased from 44% in 2018, to 30% in 2019.

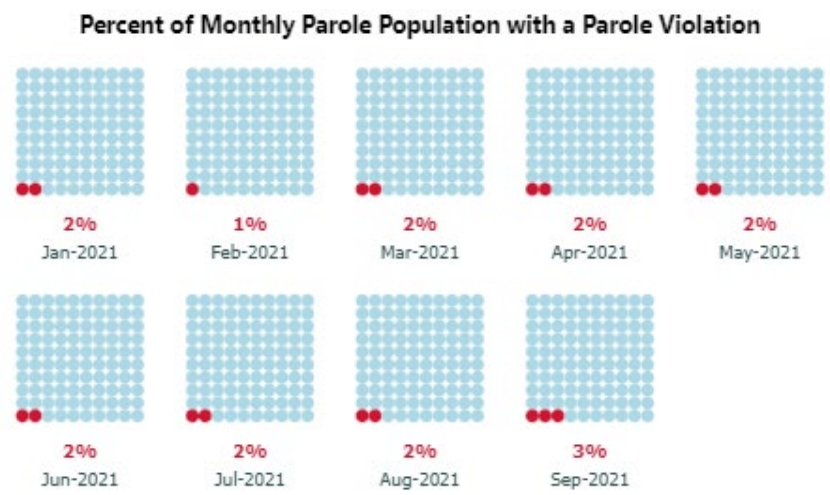
For the YLS/CMI, more than half of those assessed (52% in 2018 and 55% in 2019) were rated as both proficient and accurate. There was a substantial decrease in staff who were scored as neither proficient nor accurate between the two years. This dramatic shift is most likely due to differences in the quality assurance testing scenarios between years. There were no quality assurance activities completed in 2020 or 2021.

Clients are often given the opportunity to participate in STS or community work service (CWS) as a part of a court condition, in lieu of fines, or as a probation violation sanction. Completing these hours is a way to restore the community and mitigate disparities based on clients' abilities to pay fines. In 2020, a total of 61,751 hours of STS or CWS were completed. This is significantly lower than in 2019 (161,048 hours worked) due to the limitations in crews during the pandemic.



The department continues to use the MITI 4.2 to assess staff motivational interviewing skill level. Significant efforts have been made to focus motivational interviewing training on those staff who have 1:1 interaction with clients. Over 90% of probation officers in our adult divisions have met proficiency, as have 87% of juvenile probation officers.

On average, about 2% of DOCCR adult probation and supervised release clients have a probation violation in any given month. Since our last report, we have been tracking violation types and outcomes extensively and ensuring adherence to DOCCR policy. For example, we are reserving the issuance of a warrant for our highest-risk clients, and the highest percentage of violation reports are for issues related to public safety and new offenses.



2022 salary roster

Job Code Description	FTE	Average Annual Salary
Accountant	1.0	71,270
Accounting Specialist	1.0	57,426
Admin Assistant	11.0	67,841
Admin Assistant, Intermediate	10.0	75,593
Admin Assistant, Principal	14.0	108,343
Admin Assistant, Senior	30.0	84,060
Admin Manager	2.0	113,207
Admin Manager, Senior	2.0	124,838
Adult Education Instructor	2.8	65,904
APEX HR Transaction Specialist	3.0	59,117
Case Management Assistant	33.0	48,973
Contract Svcs Analyst, Senior	1.0	95,491
Correctional Officer	98.0	59,044
Correctional Officer, Juvenile	102.5	63,273
Correctional Officer, Senior	19.0	64,708
Corrections Area Director	3.0	153,842
Corrections Division Manager	9.0	134,697
Corrections Institutional Supv	12.0	98,700
Corrections Program Manager	14.0	112,074
Corrections Supervisor	33.5	80,674
Corrections Unit Supervisor	40.0	99,756
Director	1.0	178,310
Driver	2.0	45,990
Facilities Maint Ops Mech	2.0	51,500

Job Code Description	FTE	Average Annual Salary
Food and Laundry Programs Mgr	1.0	62,715
Food Service Supervisor	1.0	39,264
Food Service Worker	3.9	41,434
Food Service Worker, Senior	2.0	42,848
IT Engineer, Senior	1.0	126,893
Lab Assistant	7.0	44,188
Laundry Services Operator	3.0	44,602
Legal Services Specialist	4.0	82,281
Medical Lab Technician	2.0	45,510
Office Specialist III	48.7	47,103
Office Specialist, Principal	13.5	52,776
Planning Analyst	1.0	71,270
Planning Analyst, Principal	10.0	88,105
Planning Analyst, Senior	2.0	76,000
Probation/Parole Officer	52.0	56,329
Probation/Parole Officer, Career	229.3	89,614
Probation/Parole Officer, Senior	42.0	68,655
Public Safety Records Clerk	6.0	49,026
Sentencing to Svc Crewleader	30.0	51,468
Social Worker, Senior	3.0	69,335
Social Worker, Senior Psych	2.0	82,091
Stock Clerk, Principal	1.0	52,327
Stock Clerk, Senior	1.0	48,465
Support Svcs Supv, Principal	2.0	66,409
TOTAL	915.2	