

Hennepin County

Department of Community Corrections and Rehabilitation

Comprehensive Plan Fiscal Year 2024 -2025¹

March 2024

¹ This plan covers 2024–2028.

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Introduction

Hennepin County is the most populous county in Minnesota, with 22% of the state's total population. It contains several of the most populous cities in the state, including Minneapolis, its county seat.

Hennepin County is home to approximately 1.26 million people.² White residents constitute about two-thirds (67%) of the county's population, while Black residents make up about 14%. The Asian population is estimated to be 8%, followed by Hispanic or Latino (7%), two or more races (3%) and American Indian (1%). The estimated 2022 median household income is \$92,595, but 10% of the population lives in poverty (~126,000 people). Poverty has a direct impact on our corrections population.

Hennepin County accounts for a significant portion of Minnesota's reported crime. In 2022, Hennepin County accounted for 41% of the violent crimes and 32% of the property crimes reported in Minnesota. Specifically, 7 in 10 (70%) of the state's reported robberies occurred in Hennepin County, as did around half (54%) of the homicides and motor vehicle thefts (49%).³

Administration and Organization of Correctional Services

The Department of Community Corrections and Rehabilitation operates in Hennepin County's Law, Safety and Justice line of business. This line of business also includes the Hennepin County Attorney's Office, Hennepin County Sheriff's Office, the Public Defender's Office, and Adult Representation Services.

The mission of the Hennepin County Department of Community Corrections and Rehabilitation (DOCCR) is to enhance community safety, promote community restoration, and reduce the risk of re-offense. Our vision is to be an equity-focused, client-centered, and employee-driven department.

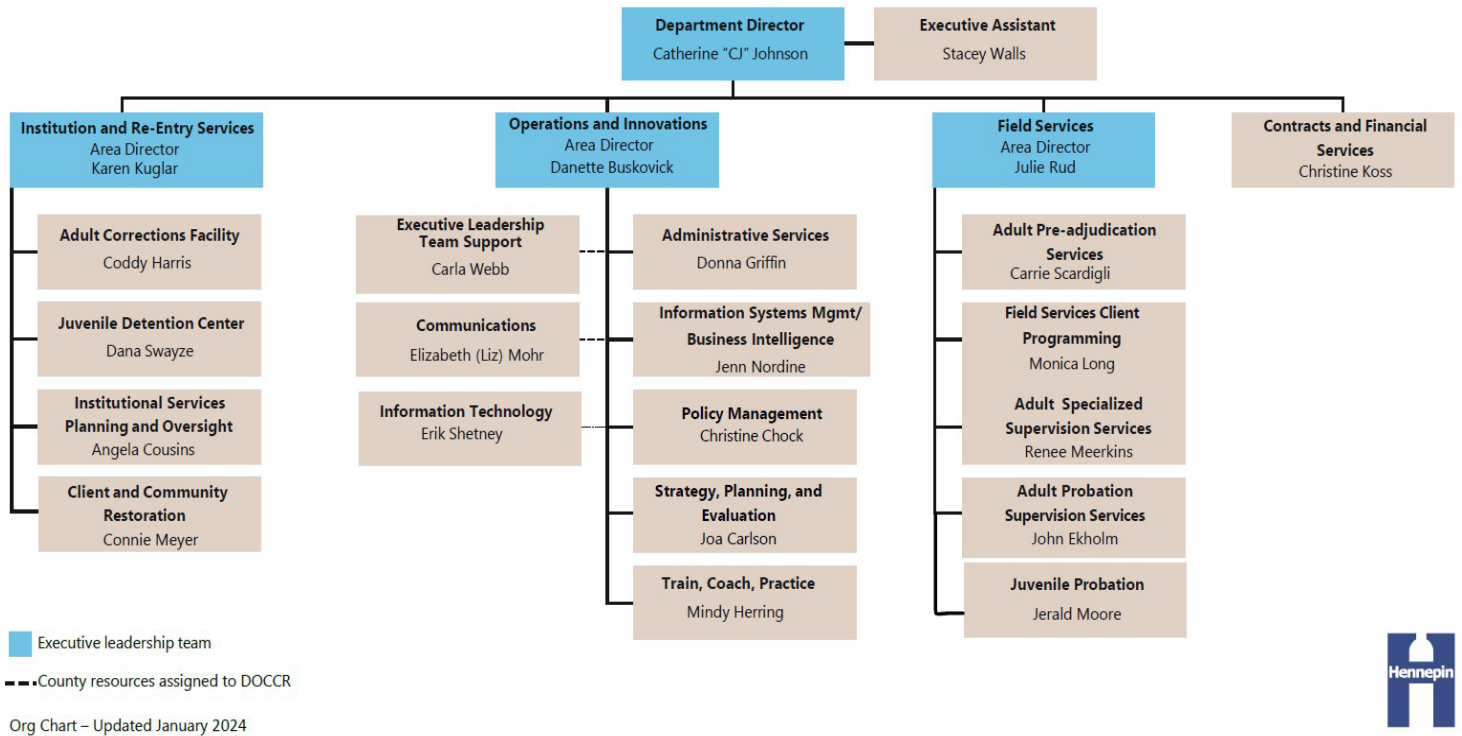
DOCCR staff have also developed an impact statement that sets clear expectations on how to create a respectful and inclusive work environment. As a department, we believe:

"Together we are accountable for modeling and embodying respectful, inclusive, compassionate behaviors that create hopeful and restorative interactions with all people. To achieve this goal, DOCCR employees will cultivate an environment where all staff are respectful, caring, understanding, empathetic, valuing, person-centered, and can successfully navigate diverse experiences. All employees are expected to be intentional in their reaction to negative or inappropriate verbal or non-verbal behavior that does not align with this goal."

DOCCR is organized as follows:

² [U.S. Census Bureau QuickFacts: United States](#)

³ [2022 Uniform Crime Report \(mn.gov\)](#)



Advisory Board

DOCCR uses two separate entities to meet the statutory requirements of a corrections advisory board. DOCCR created a Community Corrections Coalition (CCC), which is comprised of diverse community members. While the membership of the CCC is open and fluid, current members include educators, people with lived criminal justice experience, business owners and community advocates. The CCC provides the department with guidance and feedback on a variety of operations, including policy and program development.

Because the CCC is a community-led coalition, there are gaps in membership as required by statute. The Hennepin County Criminal Justice Coordinating Committee (CJCC) fills this gap. Through its bylaws, the CJCC serves as the department’s corrections advisory board. It provides stakeholder input on DOCCR’s operation, influencing decisions based on topics covered throughout the year at CJCC meetings. The committee is comprised of Hennepin County commissioners, prosecutors, law enforcement, mayors, judges, social service representatives, and administrators.

DOCCR’s two-entity correction advisory board structure ensures comprehensive engagement and formal recommendation of the comprehensive plan.

CJCC Member	Role
Jeffrey Lunde, Chair	Hennepin County Commissioner
Eric Werner, Vice Chair	Maple Grove Chief of Police
Mary Ellen Heng	Director of Justice Initiatives and Program Performance
Roberta Groening	Law, Safety, and Justice Operations
Jackie Braun-Lewis	Law, Safety, and Justice Head of Analytics
Marion Greene	Hennepin County Commissioner
Chela Guzman-Wiegert	Assistant County Administrator
Catherine (CJ) Johnson	Hennepin County Director of DOCCR
Leah Kaiser	Hennepin County Director of Behavioral Health
Michael Berger	Chief Public Defender
Dawanna Witt	Hennepin County Sheriff
Mary Moriarty	Hennepin County Attorney
Michael Rainville	Minneapolis City Council Member
Robin Wonsley	Minneapolis City Council Member
Jacob Frey	Minneapolis Mayor
Kristyn Anderson	Minneapolis City Attorney
Brian O'Hara	Minneapolis Police Chief
Tim Busse	Suburban Mayor - City of Bloomington
Julie Maas-Kusske	Suburban Mayor - City of Maple Plain
Jason Nelson	Hennepin Police Chiefs Association - Medina Chief of Police
open	Specialty Law Enforcement Agency Police Chief
Nikki Appelbaum	Hennepin County Suburban Prosecutor
Kerry Meyer	Chief Judge of the Fourth Judicial District
Hilary Caligiuri	Presiding Judge of the Fourth Judicial District - Criminal Court
Todd Fellman	Presiding Judge of the Fourth Judicial District - Juvenile Court
Sara Gonsalves	Court Administrator of the Fourth Judicial District 1

Agency Training Requirements

As shown in the organizational chart above, Train, Coach, Practice is a dedicated team of professional trainers who ensure that DOCCR staff have opportunities to learn and practice the professional skills needed to be effective in their jobs. This includes evidence-based skills, safety skills, and diversity, equity, and inclusion knowledge. These staff are master trainers in a variety of cognitive-behavioral interventions, with the ability to create skilled facilitators across the department.

DOCCR has a variety of training requirements governed by federal, state, county and department-level mandates that vary related to staff role and division. This team works to ensure that all required trainings are available and completed annually.

All new staff attend DOCCR's New Employee Academy upon hire. The academy introduces staff to DOCCR as an organization. In addition, all new staff complete training to advance racial equity, corrections ethics, foundations of safety, and training on the Prison Rape Elimination ACT (PREA). Depending on their role, staff can also receive first-aid/CPR training, oleoresin capsicum (OC) spray training, defensive tactics, restrictive procedures, and self-defense. The goal of New Employee Academy is to provide new staff with a solid foundation for success and prepare them for advanced skill development via subsequent training.

The Juvenile Detention Center and Adult Corrections Facility staff receive training related to institutional safety and security as regulated by state mandates. Staff receive quarterly emergency procedures, restrictive procedures training, suicide prevention, report writing, FIT mask training, working with pregnant residents, PREA, and an array of OSHA training. These institutions also have training expectations for diversity and inclusion, data security, monthly policy acknowledgments, and evidence-based practice (EBP) training for each role.

In DOCCR's field divisions, all supervising probation officers and supervisors receive a minimum 10 hours of evidence-based practices training per year. This includes Motivational Interviewing, assessment, case planning, and cognitive behavioral interventions. Field staff are assessed for proficiency in these areas and can access refreshers to maintain their skills. Additional training includes supervisor coaching related to integrating evidence-based practices with clients. Annual diversity training is also required.

Overview of Supervision Population

The following information provides data on DOCCR's supervision population on the last day of the year in 2020, 2021 and 2022. Note that this is unduplicated information.

Adult Pretrial Population

This data includes DOCCR's population at Central Intake/Conditional Release or Investigation on 12/31/2020, 12/31/2021, and 12/31/2022. The reported offense level is the most serious charged offense.

	Offense Level unknown	Felony	Gross Misdemeanor	Misdemeanor	Total
2020					
American Indian/Alaskan Native	4	75	12	6	97
Asian/ Pacific Islander	3	30	7	3	43
Black/African American	20	798	131	79	1,028
Multi-Racial	-	1	-	-	1
Unknown	1	46	31	9	87
White	13	375	129	55	572
2020 Total	41	1,325	310	152	1828
2021					
American Indian/Alaskan Native	-	102	10	4	116
Asian/ Pacific Islander	-	35	1	4	40
Black/African American	3	820	80	73	976
Multi-Racial	-	6	-	-	6
Unknown	2	40	23	18	83
White	4	453	100	87	644
2021 Total	9	1,456	214	186	1,865
2022					
American Indian/Alaskan Native	-	78	11	5	94
Asian/ Pacific Islander	-	42	2	1	45
Black/African American	-	872	67	73	1,012
Multi-Racial	-	6	-	-	6
Unknown	1	43	15	12	71
White	1	540	94	90	725
2022 Total	2	1,581	189	181	1,953

	Offense Level unknown	Felony	Gross Misdemeanor	Misdemeanor	Total
2020					
Female	3	222	66	28	319
Male	38	1,102	240	123	1,503
Non-binary or Unknown	-	1	4	1	6
2020 Total	41	1,325	310	152	1,828
2021					
Female	3	254	48	37	342
Male	6	1,200	161	148	1,515
Non-binary or Unknown	-	2	5	1	8
2021 Total	9	1,456	214	186	1,865
2022					
Female	1	324	52	27	404
Male	1	1,253	137	157	1,545
Non-binary or Unknown	-	4	-	-	4
2022 Total	2	1,581	189	181	1,953

	Offense Level unknown	Felony	Gross Misdemeanor	Misdemeanor	Total
2020					
Hispanic	-	26	3	3	32
Non-Hispanic	18	607	91	51	767
Unknown	23	692	216	98	1,029
2020 Total	41	1,325	310	152	1,828
2021					
Hispanic	-	39	3	2	44
Non-Hispanic	1	681	64	49	795
Unknown	8	736	147	135	1,026
2021 Total	9	1,456	214	186	1,865

2022					
Hispanic	-	60	1	4	65
Non-Hispanic	-	660	50	41	751
Unknown	2	861	138	136	1,137
2022 Total	2	1,581	189	181	1,953

Juvenile Pretrial Population

	2020	2021	2022
American Indian/Alaskan Native	10	5	7
Asian/ Pacific Islander	2	5	7
Black/African American	155	121	111
Multi-Racial	9	11	11
Unknown	60	13	17
White	39	43	25
Total	275	198	178

	2020	2021	2022
Female	84	50	48
Male	186	147	129
Non-binary or Unknown	5	1	1
Total	275	198	178

	2020	2021	2022
Hispanic	12	14	10
Non-Hispanic	156	122	109
Unknown	107	62	59
Total	275	198	178

Adult Probation Population

The probation population includes clients at 40:1, 80:1, 125:1, 250:1, 1000:1 caseloads and clients in our Transition Aged Youth caseload. Offense level is most serious sentenced offense.

	Felony	Gross Misdemeanor	Misdemeanor	Total
2020				
American Indian/Alaskan Native	412	113	41	566
Asian/ Pacific Islander	230	226	49	505
Black/African American	3,191	1,755	495	5,441
Multi-Racial	2	-	-	2
Unknown	237	454	161	852
White	3,192	3,241	717	7,150
2020 Total	7,264	5,789	1,463	14,516
2021				
American Indian/Alaskan Native	391	108	28	527
Asian/ Pacific Islander	208	190	24	422
Black/African American	3,019	1,575	413	5,007
Multi-Racial	14	4	-	18
Unknown	256	426	150	832
White	2,923	2,797	572	6,292
2021 Total	6,811	5,100	1,187	13,098
2022				
American Indian/Alaskan Native	393	100	31	524
Asian/ Pacific Islander	171	143	26	340
Black/African American	2,961	1,621	463	5,045
Multi-Racial	31	10	3	44
Unknown	246	444	157	847
White	2,664	2,635	638	5,937
2022 Total	6,466	4,953	1,318	12,737

	Felony	Gross Misdemeanor	Misdemeanor	Total
2020				

Female	1,502	1,695	307	3,504
Male	5,758	4,092	1,154	11,004
Non-binary or Unknown	4	2	2	8
2020 Total	7,264	5,789	1,463	14,516
2021				
Female	1,388	1,482	254	3,124
Male	5,417	3,613	929	9,959
Non-binary or Unknown	6	5	4	15
2021 Total	6,811	5,100	1,187	13,093
2022				
Female	1,320	1,407	274	3,001
Male	5,140	3,544	1,041	9,725
Non-binary or Unknown	6	2	3	11
2022 Total	6,466	4,953	1,318	12,737

	Felony	Gross Misdemeanor	Misdemeanor	Total
2020				
Hispanic	252	187	38	477
Non-Hispanic	3,648	2,024	451	6,130
Unknown	3,364	3,578	974	7,916
2020 Total	7,264	5,789	1,463	14,516
2021				
Hispanic	201	167	36	404
Non-Hispanic	3,296	1,743	366	5,405
Unknown	3,314	3,190	785	7,289
2021 Total	6,811	5,100	1,187	13,098
2022				
Hispanic	209	169	41	419
Non-Hispanic	3,019	1,575	346	4,940

Unknown	3,238	3,209	931	7,378
2022 Total	6,466	4,953	1,318	12,737

DWIP/Sentence-to-Service Only

	2020	2021	2022	Total
American Indian/Alaskan Native	44	50	51	145
Asian/Pacific Islander	54	56	64	174
Black/African American	789	814	802	2405
White	717	760	893	2370
Unknown	676	534	527	1737
Total	2,280	2,214	2,337	6831

	2020	2021	2022	Total
Female	822	717	728	2,267
Male	1,424	1,458	1,563	4,445
Non-binary or Unknown	34	39	46	119
Total	2,280	2,214	2,337	6,831

	2020	2021	2022	Total
Hispanic	32	36	41	109
Non-Hispanic	538	494	464	1,496
Unknown	1,710	1,684	1,832	5,226
Total	2,280	2,214	2,337	6,831

Juvenile Probation Population

	2020	2021	2022
American Indian/Alaskan Native	27	25	25
Asian/ Pacific Islander	6	6	1

Black/African American	360	314	327
Multi-Racial	49	49	43
Unknown	62	32	23
White	90	71	79
Total	594	497	498

	2020	2021	2022
Female	101	80	82
Male	490	414	415
Non-binary or Unknown	3	3	1
Total	594	497	498

	2020	2021	2022
Hispanic	63	52	45
Non-Hispanic	468	373	371
Unknown	63	72	82
Total	594	497	498

Adult Supervised Release

Supervised release numbers include clients on Supervised Release, Supervised Release - Discretionary, and Intensive Supervised Release.

	2020	2021	2022
American Indian/Alaskan Native	135	118	116
Asian/ Pacific Islander	60	62	50
Black/African American	1,276	1,184	1,087
Multi-Racial	-	4	3
Unknown	14	17	25
White	741	713	697
Total	2,226	2,098	1,978

	2020	2021	2022
Female	135	115	103
Male	2,091	1,982	1,874
Non-binary or Unknown	-	1	1
Total	2,226	2,098	1,978

	2020	2021	2022
Hispanic	71	63	65
Non-Hispanic	1,357	1,214	1,090
Unknown	798	821	823
Total	2,226	2,098	1,978

Caseload Targets and Average Weighed Caseloads – Adults

The table below details the current caseloads within adult DOCCR divisions by caseload target. DOCCR weights caseload client size based on a variety of client status factors, including whether they are in investigation, on conditional release, contact standards, and warrant status.

Caseload Type	Caseload Target	Average Weighted Caseload
Intensive Supervised Release	15:1	12
Supervised Release	40:1	39
Enhanced Probation	40:1	40
Inter/Intrastate – High	40:1	36
Intimate Partner Violence – High	40:1	33
Neighborhood Probation	40:1	27
Traditional – High	40:1	36
Treatment Courts	40:1	45
Inter-Intrastate – Medium	80:1	78
Traditional – Medium	80:1	69
Intimate Partner Violence – Low	125:1	79
Supervised Release/Enhanced Supervision – Low	250:1	181

Inter-Intrastate- Low	250:1	230
Traditional – Low	250:1	203
Inter/Intrastate – Outgoing	500:1	423
Court Unit 3-year + Warrant	1000:1	357
Felony Administrative Probation	1000:1	235
Misdemeanor Administrative Probation	1000:1	913

Caseload Targets and Average Weighted Caseload – Juveniles

The table below details the current caseloads within juvenile DOCCR divisions by caseload target. DOCCR weights caseload client size based on a variety of client status factors, including whether they are in investigation, on conditional release, contact standards, and warrant status. Adult court client sentenced before age 21 are included here as transition aged youth.

Caseload Type	Caseload Target	Average Weighted Caseload
Transition Aged Youth	25:1	24
Gender Specific/Sexual Health	25:1	18
Juvenile North Unit	25:1	22
Juvenile South Unit	25:1	21
Administrative Probation	100:1	67

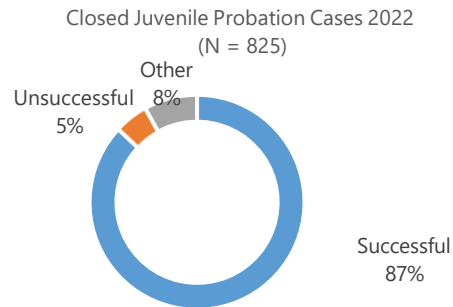
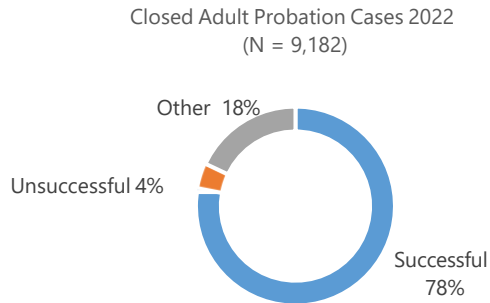
Adult Probation Clients by Risk Level

This information represents clients on 1/12/2024 (N = 14,157). It uses the most recent risk assessment for currently open adult probation clients. The majority of unknown risk level clients are from other counties where the risk level is not calculated when the score is manually entered into CSTS or the clients on DOCCR’s 3-Year + Warrant caseload:

- High = 2,737
- Medium = 3,650
- Low = 6,225
- Unknown = 1,545

2022 Outcomes

A total of 9,182 adult probation cases were closed in 2022. 78% (N = 7,129) of these cases were closed successfully, with 4% (N = 367) closed unsuccessfully. A total of 825 juvenile cases were also closed in 2022. 87% (N = 721) of these cases were closed successfully with 5% (N = 42) closed unsuccessfully. The "other" category in the graphs below include reasons related to client death, investigation complete, conditional release supervision closed, STS completed or violation, and a variety of transfer reasons such as, supervised release transfer, transfer criteria not met, and transferred back to sending agency.



Strategic Planning

DOCCR has a 2022-2025 departmental strategic plan⁴ that defines the department's priorities and direction for the next five years. The plan includes what the department plans to achieve, how it will be achieved and how it will be measured. The plan is built around our mission and vision, as well as a commitment to "reducing racial disparities and leading the improvement of client and community outcomes, while attending to the wellbeing of ourselves and others through collaboration and innovation."

Currently, the plan includes three strategic priorities that leadership, community members and stakeholders see as the most important issues to address. A series of strategies align with these priorities and projects that support our vision and mission. Our priorities and strategies are listed below.

Reduce racial disparities in client outcomes by increasing successful completion of supervision and re-entry to community.

- Expand client programming and utilization to support successful behavior change
- Implement evidence-based practices that improve client and community outcomes
- Promote healthy, supportive relationships
- Expand and promote client education and employment opportunities
- Improve individualized case management practices

Reduce the impact of violence in our communities through culturally competent, trauma informed service delivery and use of fair and effective accountability practices.

- Strengthen community partnerships to interrupt the cycles of violence
- Strengthen system collaboration to address violence through effective accountability practices
- Maximize cognitive behavioral intervention capacity
- Reimagine youth detention and residential treatment programming and service delivery

Reduce disparities in our workforce by insisting on equitable opportunities for staff to grow and develop in a healthy work environment free from bias and discrimination.

- Provide tools, resources, support and guidance to remove biased thoughts and behaviors in everyday work
- Develop and implement standardized recruitment, hiring, promotion, and retention processes that promote equity and eliminate bias
- Ensure equitable access to training and professional development opportunities that promote long-term success and professional career development

Pretrial, Diversion and Other Services

The 78 probation officers in DOCCR's Adult Pre-Adjudication Services (APAS) division provide a variety of services that are supported by evidence-based practices. These practices include bail evaluations with a validated pretrial assessment, conditional release supervision, misdemeanor and domestic investigations, and felony pre-sentence investigations with criminal records summaries and guidelines worksheets.

Pretrial Services

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 using the validated Hennepin County Pretrial Scale tool (bail evaluation). In 2023, 8,720 bail evaluations were completed. In addition, pretrial staff use a meet-and-release practice that enables clients who are arrested on a probation warrant for whereabouts unknown to reestablish contact with their probation officer at the jail and then be released.

Conditional Release

Clients placed on conditional release and determined to be medium or high-risk for pretrial failure (based on the bail evaluation) are supervised by DOCCR's Conditional Release Unit. The department established this unit in response to an evaluation by the National Institute of Corrections, as well as a desire to improve pretrial conditional release supervision.

Medium-risk conditional release clients receive court reminders, at least one monthly call, and one monthly in-person check in from their conditional release agent. High-risk clients also receive court reminders and in-person check-ins at least twice monthly from their agent during the pretrial window. On average, clients spend about nine months on conditional release.

Justice-involved individuals, especially at the arrest and pretrial stage, often have complex needs that may result in missing court obligations or additional crime that can further involve them with the justice system. During this vulnerable period, conditional release supervision agents and their clients work in collaboration to identify barriers to success and address needs.

To support meeting release conditions and minimizing risk to public safety, clients may also be referred to voluntary behavioral health agencies and community providers to address issues like employment and income instability, education, housing, food instability, substance use and transportation. Additionally, agents use the conditional release response guide to respond to clients who are in and/or approaching violation status and/or appropriate use of warrant responses.

Central Intake

Central Intake compiles information collected through client interviews, records checks, and a variety of assessments such as the Level of Service/Case Management Inventory (LS/CMI), Domestic Violence Screening Instrument (DVSII), and Hennepin County Pre-Screener. These high-volume work units interact with clients, attorneys and justice partners immediately following court proceedings.

During the investigation process, the LS/CMI helps guide individualized and consistent condition recommendations across probation officers. Risk scores are not included in the investigation report; only written descriptions of the presenting risk, need and responsivity areas for the specific client.

The Central Intake Unit excels at providing efficient, client-centered customer service, often in an emotionally charged environment. They also monitor approximately 170 low-risk, conditional release clients each day using technology-assisted supervision strategies. Over the next year, they will explore ways to continuously improve the low-risk supervision model.

Felony Investigations

The Felony Investigation Unit completes felony pre-sentence 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 incorporates Brief Intervention Tools (BITS) in the investigation interview process to begin identifying areas of change and motivating the change process. The Felony Investigation Unit provides the court tiered investigations that tailor content provided to the court to fit the needs of different types of criminal cases.

Other Services

APAS also operates the department's drug and alcohol testing lab. Probation officers refer adult clients to the lab. Clients are also 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. Located in the Hennepin County Government Center, the lab has recently expanded its hours. It is now open Monday through Wednesday from 7:30 a.m. to 4:30 p.m., and an hour later on Thursday and Friday, from 7:30 a.m. to 5:30 p.m.

Lab staff are also onsite at a community probation office in North Minneapolis which has excellent public transportation options. Staff are also available at various satellite sites to meet clients in their community and reduce the barriers to testing for clients in school, work or programming during the day. The labs are staffed by medical lab technicians rather than correctional staff. This reinforces the department's belief that testing must be delivered using a public health approach that supports recovery.

In response to emerging research on what motivates recovery, DOCCR has significantly changed policy and practice related to drug and alcohol testing. The changes shift the focus of testing from a catch-and-punish model to one that supports the sobriety and safety of clients and community. As a result, we have eliminated drug testing panels (testing for multiple substances). Instead, we ask staff to test for the known substances that the individual clients use and that drive their criminal behavior.

In addition, when a client has completed substance use disorder treatment, DOCCR discontinues testing. If a client is testing for another county system (child protection, for instance), agents collaborate to align testing requirements and eliminate redundant testing.

A full evaluation of the impact of these changes is forthcoming. Preliminary evidence shows that the focus on recovery, rather than simply compliance, has had a positive impact on recidivism. It has also reduced violations that are based solely on positive UA results.

Juvenile Probation Diversion and Pretrial Services

DOCCR's Juvenile Probation Court and Investigations units provide concrete court services during the pre-adjudication process. These services include certification studies, pre-plea investigation reports, assessments, and court calendar support.

This year, we implemented vendor-provided pretrial intervention services, with access assisted by the Juvenile Probation Court Unit. The intervention services are voluntary. There are currently three ways pre-adjudicated youth and their families can access the services they need, as close to the alleged criminal behavior as possible.

First, youth can be referred to and receive services from the Lutheran Social Services Community Navigator Program. This program helps youth on pretrial status to create and achieve sustainable goals in education, relationships, employment, social activities, housing, and more. This program specializes in LGBTQ+ youth who need support with life interactions tied to their gender identity or sexual orientation.

Pretrial youth who are not detained at the Juvenile Detention Center can also receive services from The Link at the Youth Connections Center.⁵ The Youth Connections center provides young people with case management services to achieve goals and address issues like the service stated above. In addition, they offer intervention programs geared toward young people who are involved in vehicle theft.

Finally, youth with identified mental health needs can receive services from Hennepin County's Health and Human Services Criminal Justice Behavioral Health Initiative. This program provides access to social workers and other mental health professionals to support youth whose mental health concerns primarily drive their delinquent behavior.

The Juvenile Probation Investigation Unit is responsible for completing reports that assist other juvenile justice partners in court proceedings, such as court-ordered pre-plea reports, pre-disposition reports, interstate and intrastate transfer investigations, extended juvenile jurisdiction studies, and certification studies.

While DOCCR does not directly provide diversion services, juvenile probation works closely with the Hennepin County Attorney's Office, which provides a cadre of diversion programs for both pre- and post-charge youth. These range from simple advisory letters to formal programming. Participants in pre-charge diversion programs have typically committed their first offense. The criteria for post-charge diversion is expansive and includes misdemeanor, gross misdemeanor, felony property, drug possession and sales cases.

Criteria for both pre- and post-charge diversion continues to evolve to meet the needs of young people in Hennepin County. DOCCR's Juvenile Probation Court Unit helps facilitate access for all young people on diversion to the community-based array of contracted services, regardless of supervision status.

⁴ [doccr-strategic-plan-summary.pdf \(hennepin.us\)](#)

Narrative of Core Interventions and Evidence-Based Practices Programming

DOCCR has worked extensively to ensure that evidence-based practices are integrated throughout our department. Evidence-based practices, effective accountability, and access to community-based programming all support successful supervision and desistance. All practices follow risk, need and responsivity principles.

Risk and Needs Assessments

Risk assessment for the determination of case assignment and level of service is foundational to evidence-based practices. The table below shows the assessments used in DOCCR and their administration timeframes.

Assessment	Population	Administration Timeframe
ACUTE	Adult clients with sex offenses	Initial supervision meeting and each subsequent supervision meeting
Stable	Adult clients with sex offense conditions	Within 60 days of case assignment Reassessment annually
Static 99R	Adult clients with sex offense conditions	During pre-sentence investigation or upon receiving case for supervision No reassessment
Hennepin County Pre-Screener	Clients sentenced to supervision with conditions	At intake Reassessment only upon intake for a new conviction
Pretrial Scale (bail evaluation)	Adults booked into Hennepin County Adult Detention Center	Prior to arraignment/first appearance No reassessment
LS./CMI	Adult and EJJ clients 18 years and older	<p>Adults:</p> <ul style="list-style-type: none"> At the time of felony/pre-sentence investigation Within 60 days of case assignment for those with a pre-screener score of high Within 60 days of SR/ISR supervision Within 60 days of accepting inter/intrastate acceptance <p>EJJ:</p> <ul style="list-style-type: none"> Within 90 days post EJJ designation Within 90 days post release from EJJ placement <p>Reassessment:</p> <ul style="list-style-type: none"> One year following initial assessment and then annually for non-specialized supervision models Upon knowledge of significant change in circumstance

Domestic Violence Screening Inventory (DVSI)	Adults with an Intimate Partner Violence (IPV) related case	At time of domestic pre-sentence investigation or intake Reassessment upon investigation of a new IPV related conviction
Resource Allocation and Targeting Risk Assessment (REACT-RISK)	Juveniles	At start of probation or following any new offense
South Oaks Gambling Screen	Adults convicted of felony theft, embezzlement of public funds or forgery	During pre-sentence investigation No reassessment
JDC Detention Risk Assessment Instrument (RAI)	Juveniles admitted to the Juvenile Detention Center	At the time of admission to determine if youth is detained or released
		No reassessment
Pilot: Intermediate Outcomes Measurement Instrument (IOMI)	Juveniles and clients on medium risk caseloads and Transitional Aged Youth (TAY)	Early in supervision Reassessment at three month and each subsequent six-month interval for juveniles and at six-month intervals for medium risk

Employing the use of assessments is important. However, improving the use of assessments means they must be validated, include stakeholder input, be transparent, and equitable. DOCCR validates risk tools on our specific population of clients to answer three questions:

- Is there statistical evidence that it measures risk to reoffend?
- Can it provide meaningful group risk classification?
- Is it fair and unbiased?

Determining the risk classification of a tool is based on promoting public safety, maximizing equity, and supporting the resources of the organization. Classifications need to clearly distinguish levels of risk based on the outcome measure, which is often general recidivism, person-based recidivism, or felony-level recidivism.

This aids in determining supervision level and types of appropriate intervention. To ensure internal consistency and understanding of what our risk levels mean, DOCCR has adopted standard probabilities of re-offense for our two most widely used general risk assessments: the Hennepin County Pre-Screener and the LS/CMI. The table below shows the three-year general and person recidivism for each tool at high, moderate, and low risk. In addition, the standard for probability of re-offense shows the range of recidivism at each risk level. You can see from the matrix that the actual average recidivism for each tool falls within the standard for probability of re-offense at each risk level.

By using this assessment matrix, the risk classifications mean the same thing across tools and decisions have maximum equity, despite having different cut points.

Type of Recidivism		Three-Year General Recidivism			Three-Year Person Recidivism		
Risk Classification		Low	Moderate	High	Low	Moderate	High
Standard for Probability of Re-offense		<25%	25%-50%	>50%	<7%	7%-15%	>15%
Hennepin County Pre-screener	Cut-points nearest standard range	0-11	12-20	21-37	0-11	12-20	21-37
	Actual Average Recidivism	16%	35%	60%	3%	9%	23%
LS/CMI	Cut-points nearest standard range	0-13	14-23	24-39	0-13	14-23	24-39
	Actual Average Recidivism	21%	40%	60%	5%	12%	24%

Needs Assessment and Case Planning

In addition to the risk assessments used above, DOCCR employs a variety of needs assessments. This helps ensure that clients are referred to and receiving interventions that meet their criminogenic needs, as well as needs related to the social determinants of health.

The needs assessments we use are tied to each client’s supervision model and therapeutic approach. Most of DOCCR’s adult supervision units use the LS/CMI to determine need. Additionally, staff in our medium risk units are currently piloting a desistance tool called the Intermediate Outcomes Measurement Instrument (IOMI). The IOMI is a tool that helps determine the impact of services and supervision on a client’s internal change as a measure of desistance from crime.

DOCCR is currently training staff in the adult supervision high and medium/high-risk units in case planning. Based on the statewide model, this training brings together all aspects of evidence-based practices and enables staff to build interventions that meet client need. Two adult units are in the pilot phase with case planning and staff will continue training in 2024 and 2025.

The department’s Transitional Aged Youth (TAY) Unit uses the Self-Sufficiency Matrix (SSM). This supervision model is based on brain development science and designed to support young adults ages 18 to 24. The tool measures domains of life such as income, employment, housing, health care and safety and provides a holistic view of a client’s situation and progress. The tool is currently used for case planning in this unit. Housed within juvenile probation, the TAY unit is also incorporating Growth-Focused Case Management, as described below.

For juveniles, the companion to the REACT risk assessment is the REACT needs assessment. We use this at the beginning of supervision, at regular intervals during the probationary period, and at the end of supervision. Based

on positive youth development research, the REACT needs assessment can help youth connect in positive ways to their communities, families, schools and other adults. The domains of this needs assessment include creativity, education, work, community engagement, health, victimization, and trauma.

After the REACT needs assessment is complete, youth and probation officers identify high-priority areas to include in their case plan. Juvenile probation has deployed Growth-Focused Case Management (GFCM) as their practice framework. GFCM is designed to foster a young person's positive identity; one that is incompatible with offending. GFCM helps youth by facilitating self-exploration, self-discovery, self-efficacy, and self-realization. The framework is based on desistance research, positive youth development, and brain development. It helps youth to build a meaningful case plan that addresses past behaviors, while moving them toward who they can become. GFCM enhances the traditional risk, need and responsivity framework; it does not replace it.

Additional Risk, Need and Responsivity Practices

DOCCR has a team of five probation officers who are dedicated full-time to offering cognitive behavioral group interventions to clients. In addition, we use a practitioner/facilitator model where staff are facilitating in addition to their regular work. DOCCR's current cognitive behavioral group interventions include:

- University of Cincinnati's Cognitive-Behavioral Interventions – Substance Use Adult (CBI-SUA) is designed for people involved in the criminal justice system who are moderate to high need in substance abuse.
- Moving On is a gender-responsive intervention to address the cognitive-behavioral needs of incarcerated women. The target population is medium and high-risk female/female-identifying clients at the Adult Corrections Facility and for adult and juvenile probation clients.
- Achieving Change Through Value-Based Behavior (ACTV) is for men who are court-ordered to complete a domestic violence abuse program following a domestic violence conviction. The target population is men with a moderate/high DVSI risk score.
- Beyond Violence address the violence women have experienced as well as the violence they have perpetrated. The target population is moderate/high-risk female/female-identifying clients who have a history of perpetrating violence.
- Connections is a shame resilience curriculum that focuses on daily practices of living that move clients toward more authentic and whole-hearted living. The target population is medium/high-risk female/female-identifying clients.
- Decision Points is an open-entry program that equips clients with alternative ways of thinking and the related actions that lead them to trouble. Decision points is available to all medium and high-risk clients in the field. It is also available in our Adult Corrections Facility and Juvenile Detention Center.
- Driving with Care is designed to prevent the operation of a motor vehicle while under the influence. Participants develop knowledge and skills to engage in careful and responsible thinking and behaviors around alcohol and drug use and impaired driving. The target population is adults who have a Driving with Care supervision condition, an assessment that supports recommendation to the group, or probation officer referral.
- HEAT (Habilitation, Empowerment, and Accountability Therapy) is a holistic, culturally relevant, strength-based model designed for Black males, ages 18-29, in the criminal justice system. The target population has failed to respond to traditional interventions and is struggling with substance abuse or affiliate with

the drug culture.

- Thinking for a Change (T4C) focuses on cognitive self-change, social skills, and problem-solving skills to increase a client's awareness of self and others. The target population for T4C is medium/high-risk male/male-identifying clients.

In addition, probation officers have been trained in one-on-one cognitive interventions. They have access to individual cognitive behavioral tools such as Carey Guides, Tools on Devices, and Brief Intervention Tools.

DOCCR contracts with a wide variety of community providers detailed under the Contracted Services and Proposals for New Services section (see page 23). DOCCR contracts with additional providers to meet the needs of clients in non-community settings. Many of these contracts are gender and culturally responsive. These community organizations provide chemical dependency treatment, transitional and supportive housing, sexual exploitation and sexual health services, specialized youth and family support, mentoring, violence mitigation, and domestic violence interventions.

DOCCR also has gender-specific caseloads, domestic violence caseloads, and enhanced supervision (sex offender) caseloads. Internally, DOCCR gives clients access to a Mental Health Wellness Team. The team includes contracted mental health professionals who provide responsive services to seriously and persistently mentally ill populations.

Victim Concerns

The mission of DOCCR is to enhance community safety, promote community restoration and reduce the risk of re-offense. Inherent in this statement is attention to victim voice, needs and rights. Crime victims have rights to participate in the justice system, and community corrections has responsibilities based on Minnesota statutes and best practices. DOCCR has policies and procedures to ensure we meet these rights.

Our Adult Pre-Adjudication Services staff who conduct pre-sentence investigations work to ensure victims, with their consent, provide input. The staff also help them prepare victim impact statements for sentencing hearings, if needed. When working with clients released from prison, our Supervised Release staff notify victims of the client's prison release via letter. This letter includes the name of the agent of record so that staff are available to address client questions and concerns. If a client is being considered for early discharge, the supervising probation officer must make attempts to inform the victim and gather any input or concerns they have.

DOCCR has an Intimate Partner Violence service area for adult clients with domestic violence related offenses. This team works extensively with victims during supervision. Within 15 days of case assignment, the staff reach out and engage with victims. Staff are available to help victims with any concerns over protection orders or safety planning, or if victims need services. The staff are also responsive to victims if there is non-compliance with probation conditions.

Intimate Partner Violence staff work closely with the Hennepin County Attorney's Office Domestic Abuse Service Center (DASC) to ensure that clients have access to advocacy and services. We have a .7 FTE probation officer assigned specifically to DASC. This officer serves as the point of contact for staff when an order of protection is needed. They also provide guidance throughout the process, ensuring that victims who don't have an order and need one are able to receive one.

Currently DOCCR has a committee tasked with operationalizing and implementing the Department of Correction's Domestic Violence Guiding Principles. This committee includes DOCCR probation staff, Department of Corrections partners, community advocates and internal subject matter experts. They have worked diligently to define a victim-centered approach to reunification that includes documented roles and procedures, and that factors in the risk and needs of clients. The committee has defined criteria for eligibility and reunification, including when children are involved. Future work includes consultation with the court, evaluation of pilot training sessions, and preparation for full implementation of new practices.

Staff in adult and juvenile probation work with victims to develop and submit an affidavit of restitution and supporting documents so the judge can order restitution. Staff verify claims to make sure the correct items and amounts are assessed. Staff are also available to explain the restitution process to victims, and when appropriate, connect them with the Minnesota Crime Victim's Reimbursement Board. Once restitution has been ordered, staff continue to serve as a point of contact for the victim. They can also help victims pursue the civil judgment process if necessary.

In addition, DOCCR has two contracted services that directly support victims. The first is A Mother's Love, which provides services to adult and juvenile female clients who are victims of domestic violence. A Mother's love helps women, single mothers, and girls develop and create a new reflection of themselves through education, training, workshops, employment, and outreach. The second contracted service is the Youth Restorative Justice Disposition Project (YRJD). YRJD fosters supportive relationships to help youth right the harm they have caused, identify and address needs, and restore their place in the community. Victims can elect to participate in restorative circle process with clients.

Correctional Fees

In 2022, \$256,2630 in fees for the DWI One-Day Program and sex offender monitoring were imposed, with an actual collection of \$205,091. While most of the money collected in 2022 was related to DWIP, the amount does include residual unpaid fees from prior years that had been discontinued.

Currently, the only correctional service fee DOCCR imposes is for the DWI One-Day Program (DWIP). DWIP is assessed to clients as \$135; however, the actual cost is \$140 and DOCCR pays the \$5 difference. DOCCR has budgeted \$259,200 in DWIP fees for 2024.

Contracted Services and Proposals for New Services

Successful supervision cannot be achieved in a vacuum. Clients must have access to services in their community that are evidence-based, trauma-informed, and culturally appropriate. To this end, Hennepin County builds, monitors and maintains many collaborative relationships throughout the community. Staff use a variety of risk and needs assessments, as well as motivational interviewing, to work alongside clients and refer them to beneficial services.

DOCCR's Field Services Client Programming (FSCP) division brings continuity of services for clients and their families. The division collaborates and partners with contracted community providers and other Hennepin County departments to build a cadre of accessible services. The division manages a contracted community services budget of \$14.7 million. They work to determine client needs and support the Request for Proposal process. They

also manage the service contracts on behalf of the department, foster relationships with community contracted providers, and ensure effective use of these services.

The following tables details services in place in 2022, including a brief description of the service, utilization rate and target population. While the list does not cover every DOCCR service, it does illustrate the breadth and depth of resources we offer clients to address their needs and overall well-being.

The Link	
Description of Services	The Link's Marshall Reed Youth Center is a 12-week program including group and individual sessions. Programming is trauma and gender responsive and addresses youth's needs in four strength-based key life areas: Leadership and Positive Male Identity, Conflict Resolution and Relationships, Health and Wellness, and Education and Economic Self-Sufficiency.
Target Population	Male identified, ages 14-24
Capacity	20
Utilization Rate	58%

NorthPoint	
Description of Services	NorthPoint's Nia Program is a 12-week empowerment group that offers a culturally responsive curriculum involving social and emotional skills and learning. The program refers youth to additional community resources as needed, with access to integrative health services such as sexual health, behavioral health, dental, medical, and chemical dependency services.
Target Population	African American males, ages 12-17
Capacity	15
Utilization Rate	39%

NorthPoint	
Description of Services	NorthPoint's Nia 2.0 a 12-week empowerment group that offers a culturally responsive curriculum involving social and emotional skills and learning. Nia 2.0 refers youth to additional community resources as needed, with access to integrative health services such as sexual health, behavioral health, dental, medical, and chemical dependency services.
Target Population	African American males, ages 18-24
Capacity	15
Utilization Rate	51%

Urban Ventures	
Description of Services	Urban Ventures' Nehemiah Program provides two 60-minute classes per week. The curriculum is designed to enhance learning and development of cognitive and behavioral skills in Managing Strong Emotions and Healing from the Pain of Trauma.
Target Population	Male identified, ages 15-19
Capacity	12
Utilization Rate	27%

The Family Partnership	
Description of Services	The Family Partnership's Multisystemic Therapy is an intensive, in-home, community-based therapy that promotes behavior change in the youth's natural environment, using the strengths of each system to facilitate change. This is a parent/caregiver focused program. MST offers 24/7, on-call crisis support.
Target Population	Male and female youth, ages 12 -17, residing in a parental/caregiver home
Capacity	37 families
Utilization Rate	40%

Canvas Health and Volunteers of America	
Description of Services	Functional Family Therapy is a strength-based, short-term, and highly structured in-home therapy. It is designed to impact and change youth behavior, the family system and environment. Siblings and extended family members are encouraged to participate whenever possible. It entails one-hour sessions with the family, once per week.
Target Population	Male and female youth, ages 12 -19 years old, residing in a parental/long-term caregiver home (will accept referrals up to age 21 on a case-by-case basis)
Capacity	81 families
Utilization Rate	35%

FamilyWise	
Description of Services	FamilyWise High-Fidelity Wraparound is an intensive, individualized program for youth with complex needs. The program includes formal services and interventions, along with a family's natural supports. The goal of is to become less reliant on system supports and more reliant on community and natural supports, and to have everyone working on one plan for the family.
Target Population	Male and female young people, ages 13-24 years old
Capacity	19
Utilization Rate	87%

FamilyWise	
Description of Services	Bright Beginnings provides intensive, in-home supportive services to justice-involved young people who are pregnant/expectant parents and/or parenting. Parent support educators work with young people to increase and develop skills.
Target Population	Pregnant or parenting young people, ages 13-24
Capacity	10
Utilization Rate	98%

Ainga	
Description of Services	Ainga is a culturally responsive, integrative approach to decreasing disparities for Black, Indigenous, People of Color ("BIPOC") and underserved populations. Ainga provides mental health interventions, parental education/psychoeducation, employment assistance, case management supports, mental health psychoeducation, and other positive community supports. The overall goal is to reduce the number of intensive services.
Target Population	Parents on probation and/or parole in Hennepin County, ages 18-24
Capacity	No set capacity
Utilization Rate	Unable to calculate due to no set capacity

Rebound, Inc.	
Description of Services	The Ujima Family Resilience Program is a multi-week skill building group for black male youth and families, with aftercare case management. The goal of this program is to prevent youth behaviors from escalating to juvenile justice system involvement.
Target Population	Black male youth, ages 8-11, and their families

Capacity	3 families per cohort
Utilization Rate	7 adults and 22 youth served in 2022

The Link	
Description of Services	The Link's POWER program is designed by and for female and female-identified young people. Through weekly groups and one-to-one case management, participants create and achieve goals in four key areas: Health and Wellness, Restorative Justice, Family and Community Connections, and Educational and Economic Self-Sufficiency.
Target Population	Female/female-identified young people, ages 13-24, on supervised probation
Capacity	20
Utilization Rate	60%

Hold Your Horses	
Description of Services	Hold Your Horses is an equine therapy program for young people who are designated as Sexually Exploited Youth, have sexual trauma histories, or are engaging in behaviors that put them at risk for trauma. The equine therapy treatment model focuses on developing skills to improve their adaptive functioning.
Target Population	Female/female-identified young people, ages 12-21. Male youth may be considered on a case-by-case basis for individual sessions (after consultation and approval by the program staff)
Capacity	Varies
Utilization Rate	11 youth served in 2022

The Link	
Description of Services	The Link's Community Navigator Program works with juvenile probation clients to create sustainable and achievable individualized goals that support success.
Target Population	Young people residing in Hennepin County under the jurisdiction of Hennepin County DOCCR, the Fourth Judicial District, or Department of Corrections at time of referral. Specialized focus for referrals is available for gender-responsive female/female-identified young people; young people with sexual health offenses; and LGBTQ+ young people.
Capacity	Female/female-identified: 15; Male/male-identified: 90
Utilization Rate	Female/female-identified: 72%; Male/male-identified: 86%; ISR/SCF: 33%

Lutheran Social Services	
Description of Services	Lutheran Social Services' Community Resource Navigators work with juvenile probation clients to create sustainable and achievable individualized goals that support success.
Target Population	Young people residing in Hennepin County under the jurisdiction of Hennepin County DOCCR, the Fourth Judicial District, or Dept. of Corrections a time of referral. Specialized focus for referrals is available for gender-responsive female/female-identified young people; young people with sexual health offenses; and LGBTQ+ young people.
Capacity	15
Utilization Rate	26%

Rebound	
Description of Services	The Better Together Youth Mentorship Program provides one-on-one mentorship services to corrections-involved youth. Mentors and mentees participate in group mentorship activities when available.
Target Population	Male and female young people, ages 12-24, under supervised probation, or participating with Headway Diversion
Capacity	15
Utilization Rate	35%

Steps for Change	
Description of Services	Steps for Change is a family-centered service for the assessment and treatment of males and females who have behaved in sexually inappropriate or harmful ways. The program provides quality treatment options to youth in Hennepin County, with a comprehensive choice of clinical services including psychosexual assessments, risk assessments, sexual health education and treatment, and individual, family and group therapy. Steps for Change provides boundaries, primary treatment, and aftercare.
Target Population	Male or female youth needing outpatient level of sexual health treatment, ages 12-20, on supervised probation
Capacity	81 (including Health and Human Services clients)
Utilization Rate	DOCCR only: 74%

Canvas Health	
Description of Services	Canvas Health offers the four-session Brief Intervention (BI) program for adolescent alcohol and drug use. The BI program bridges the gap between treatment needs and treatment availability for youth who are experiencing mild to moderate substance abuse issues. In addition, Canvas Health offers the substance abuse Prevention, Intervention and Education (PIE) program for youth receiving services from a Hennepin County juvenile sexual health services provider.
Target Population	BI: Youth ages 12-18 at the time of the referral, alleged to have been involved with a criminal offense, adjudicated of an offense, under the supervision of Hennepin County Juvenile Probation of Headway Diversion PIE: Youth ages 11-21 at the time of the referral, participating in another county program, and require additional support for substance use. Group programming for male and female residents in the Juvenile Detention Center
Capacity	10 youth for the BI model / 8 youth per group in the Juvenile Detention Center / PIE participants may vary
Utilization Rate	2022: 28 referrals

Restorative Justice Community Action / Koinonia Leadership Academy	
Description of Services	The Restorative Justice Disposition program enables youth to participate in community-based restorative circles as an alternative to traditional court dispositions.
Target Population	Youth ages 14-17 at the time of disposition, assigned to a supervised level of probation. Youth must not be pending a domestic assault charge, a criminal sexual conduct offense or EJJ.
Capacity	25
Utilization Rate	59%

Annex Teen Clinic	
Description of Services	Annex Teen clinic delivers sexual exploitation prevention education.
Target Population	Male and female youth, ages 12-18, who are at risk of sexual exploitation or who have been sexually exploited. Parents/caregivers of those who are ages 10-19. Individuals outside of these ages may be included, when appropriate.
Capacity	Not applicable
Utilization Rate	2022: 3 parent/guardian events (N = 40 participants); 18 youth events (N = 554 youth)

The Family Partnership	
Description of Services	Pride case managers work with youth and young adults 1-3 hours per week to provide safety planning, education on risk factors, advocacy, and connection to other resources. Individual and group programming are also available.
Target Population	Youth and young adults, ages 14-24, who are at risk and/or have been exploited or trafficked. Preferred referrals for males or LGBTQ+ youth; however, all gender identities and gender expressions are eligible for referral
Capacity	15
Utilization Rate	8 new referrals

Midwest Children's Resource Center	
Description of Services	The Runaway Intervention Program uses advanced practice nurses to provide health care resources, education, and case management for youth of all genders that absent home on a frequent basis. The program offers health care connection, access to a trauma therapist, and a girl's empowerment group.
Target Population	Male and female youth, ages 12 -18, involved with the court process. Youth do not need to be placed on a supervised level of probation to be able to access this resource.
Capacity	Varies
Utilization Rate	2022: 17 new referrals

Eastside Neighborhood Services	
Description of Services	The Family Healing program provides domestic abuse intervention and educational services in a gender-specific group setting for young people who commit acts of domestic abuse against an intimate partner, family member, or household member.
Target Population	Young adult men ages 18-24; Women ages 18+; specialized group for LGBTQ gender non-conforming ages 18+
Capacity	12
Utilization Rate	2022: 10

Phyllis Wheatley	
Description of Services	HOPE for Youth provides domestic abuse intervention and educational services in a gender-specific group setting for young people who commit acts of domestic abuse against an intimate partner, family member, or household member.
Target Population	Male and male-identified clients, ages 12-17, residing in Hennepin County, including juvenile probation, diversion, and self-referrals
Capacity	10
Utilization Rate	16%

Phyllis Wheatley	
Description of Services	HOPE for Men and Women provides domestic abuse intervention and educational services, in individual and gender-specific group settings. It coincides with the requirements of Minnesota state statute 518B.02, offering a minimum of 24 sessions or 36 hours of programming.
Target Population	Women and men aged 18 or older residing in Hennepin County, including: Adult Probation, Child Protection, and self-referrals
Capacity	12-15 clients per class
Utilization Rate	Not applicable

Domestic Abuse Project	
Description of Services	Gender-specific groups; these services coincide with the requirements of Minnesota statutes, section 518B.02, offering a minimum of 24 sessions or 36 hours of programming.
Target Population	Young adult men ages 18-24
Capacity	10
Utilization Rate	70%

A Mother's Love (Violence Interruption)	
Description of Services	A Mother's Love offers life skill development workshops, pre-employment skills development, connections to other community resources, mentorship, and "Girls Rock" support groups.
Target Population	Females ages 14-24, under the supervision of the Minnesota Fourth Judicial Court, Minnesota Department of Corrections, or the Hennepin County Department of Community Corrections (DOCCR)
Capacity	Varies

Utilization Rate	Not applicable
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Wellspring Second Chance Center	
Description of Services	The Grace Project provides youth a multidisciplinary approach to youth intervention and care for a minimum of 16 hours per week. Services include individual and family counseling; mentors and chess STEM programming; parent support services; work/internship connections; housing/employment support services; and classroom curriculum (e.g. conflict resolution, anger management, identity formation, financial literacy, and character development).
Target Population	Male and females, ages 14-24, under the supervision of the Minnesota Fourth Judicial District Court, the Minnesota Department of Corrections, and/or DOCCR, and in need of intensive community-based intervention
Capacity	15
Utilization Rate	29%

The Link and Circle of Discipline	
Description of Services	Through the Linked Circle program, participants receive key services that have been identified by youth and other stakeholders as gaps within the community. These services include basic needs support, academic and vocational training, leadership development, athletic training, and housing.
Target Population	Male and female clients, ages 14-24, under the supervision of the Minnesota Fourth Judicial District Court, the Minnesota Department of Corrections, and/or DOCCR, and in need of intensive community-based intervention
Capacity	15
Utilization Rate	23%

Restorative Justice Community Action	
Description of Services	The Restorative Justice Disposition program enables adults to participate in community-based restorative circles as an alternative to traditional court dispositions.
Target Population	Adults on supervised probation in Hennepin County, with a minimum of 4 months remaining on probation. This is a pilot program currently running with the Intra/Interstate Unit.
Capacity	4
Utilization Rate	Not available

DOCCR has staff available to support outcome evaluation related to our contracted providers. Contracted service providers complete quarterly reports that include outcomes related to their services. In addition, DOCCR evaluators look at the rate of recidivism and the rate of out-of-home placement for juvenile clients who participate in services. Some outcomes related to the services detailed above include:

- 86% of applicable participants self-report improved healthy relationships
- 84% of applicable participants self-report an improved network of support
- 61% of applicable participants self-report feeling more hopeful about the future

When grouping similar services together, analysis shows that the following percentages of clients did not recidivate within 12 months of successful program completion:

- 74% of young people completing services specifically for young men
- 93% of young people completing services specifically for young women
- 90% of those completing family-focused interventions
- 93% of young people completing general youth interventions

The following percentage of clients were not court-ordered to out-of-home placement within 12 months of successful program completion:

- 91% of young people completing services specifically for young men
- 100% of young people completing services specifically for young women
- 93% of those completing family-focused interventions
- 96% of young people completing general youth interventions

Currently, DOCCR has 67 contracted service providers in the community. Some other services include additional parenting education and support, alternatives to out-of-home placement, and gender-specific interventions. Contracted services are also in place to provide art and STEM opportunities at the Juvenile Detention Center.

DOCCR, in partnership with Hennepin County Safe Communities, also finalized seven additional contracts in late 2023 that enhance services in violence prevention, intervention and mentoring. These services include parenting for African American clients, culturally specific mentorship, art therapy, pro-social activities for indigenous clients, and services for young people at risk for sexual exploitation.

Field Services Client Programming is attuned to the services available in the community. The division regularly examines what is available, gaps in programming, and the current usage and outcomes of contracted providers to determine the need for new client programming.

Budget/Budget Narrative

Salary Roster

Job Class	FTEs	Annual Average Salary
Accountant, Senior	3.0	88,067
Admin Assistant	9.0	70,966
Admin Assistant, Intermediate	10.0	77,661
Admin Assistant, Principal	18.0	116,711
Admin Assistant, Senior	36.0	95,778
Admin Manager	2.0	121,911
Adult Education Instructor	2.8	70,162
APEX HR Transaction Specialist	3.0	64,269
Case Management Assistant	30.0	54,260
Contract Services Analyst, Senior	1.0	102,833
Correctional Officer	97.4	73,987
Correctional Officer, Juvenile	78.4	72,808
Correctional Officer, Senior	17.0	79,164
Corrections Area Director	3.0	172,781
Corrections Division Manager	10.0	154,131
Corrections Institutional Supervisor	9.0	112,163
Corrections Program Manager	19.0	127,167
Corrections Supervisor	31.0	87,157
Corrections Unit Supervisor	47.0	107,001
Department Administrator, Sr	1.0	149,182
Director	1.0	203,714
Driver	2.4	48,310
Facilities Maintenance Ops Mechanic	2.0	58,407
Food Service Supervisor	1.0	57,490
Food Service Worker	2.5	46,479
Food Service Worker, Senior	2.0	48,953
IT Engineer, Senior	1.0	139,955
Lab Assistant	7.0	50,083
Laundry Services Operator	3.0	49,099
Legal Services Specialist	4.0	90,481
Medical Lab Technician	2.0	58,864
Nurse Practitioner	1.0	155,003
Office Specialist III	36.2	53,646
Office Specialist, Principal	13.5	57,658

Planning Analyst	3.0	71,021
Planning Analyst, Principal	17.0	94,525
Planning Analyst, Senior	3.0	74,212
Probation/Parole Officer	62.0	69,155
Probation/Parole Officer, Career	235.0	99,071
Probation/Parole Officer, Senior	45.0	75,796
Public Safety Records Clerk	5.0	47,701
Sentencing to Service Carpenter	5.0	104,540
Sentencing To Service Crew leader	27.0	59,856
Social Work Unit Supervisor	1.0	95,584
Social Worker, Senior	10.0	74,948
Social Worker, Senior Psych	1.0	97,975
Stock Clerk, Principal	1.0	58,973
Support Services Supervisor, Principal	1.0	71,515

Two-Year Department Budget and FTEs by Area and Division

	2023	2024	2023	2024
	Budget	Budget	FTEs	FTEs
Corrections Administration	\$ 2,451,151	\$ 1,368,589	7.0	7.0
Information Technology Systems	\$ 1,818,980	\$ 2,309,784	-	-
Operations & Innovation Services	\$ 9,559,324	\$ 10,866,148	68.0	73.0
Administration & Support Total	\$ 13,829,455	\$ 14,544,521	75.0	80.0
Field Services				
Field Services Client Programming	4,566,729	4,469,604	15.0	16.0
Juvenile Probation	9,977,093	10,194,703	75.0	74.0
Adult Pre-Adjudication Services	13,174,620	14,027,848	114.0	116.0
Adult Probation Supervision Services	16,488,617	17,619,313	133.0	135.0
Adult Specialized Supervision Services	17,307,418	18,270,079	123.0	126.0
Field Services Total	\$ 61,514,477	\$ 64,581,547	460.0	467.0
Institutional Services				
Client and Community Restoration	12,134,530	13,177,046	87.0	85.0
Juvenile Detention Center	14,488,831	15,684,311	106.9	110.9
Adult Correctional Facility	26,600,448	27,406,545	182.5	176.3
Inst & Re-entry Service Planning & Oversight	1,452,748	1,342,637	3.0	3.0
Institutional Services Total	\$ 54,676,557	\$ 57,610,539	379.4	375.2
DOCCR Total	\$ 130,020,489	\$ 136,736,607	914.4	922.2

DOCCR expended the entirety of the 2024 state subsidy of \$26,392,676 in state fiscal year quarter 3 by funding probation officers FTEs in Adult Supervision Services (\$13,196,338) and Adult Specialized Supervision Services (\$13,196,338).

Highlights

DOCCR values continuous improvement and strives to be operationally effective and innovative. Our strategic plan reflects our priority of ensuring clients receive culturally competent and trauma-informed interventions, fair and effective accountability practices, and correctional services based on risk, need and responsivity. The following highlights show just a few of the efforts DOCCR has made. We cover additional efforts throughout this plan.

Early Discharge

In 2022, DOCCR and Hennepin County criminal justice partners began shaping an early discharge policy and procedure that considers the varying goals and needs of all partners. The new procedure considers the impact of early discharge on justice system disparities, individual behavior change, victim restoration, public safety, and the prosecution of repeat offenses. The procedure is now in place and DOCCR is monitoring implementation and impact. We will have information to share with partners within the next year.

Neighborhood Probation Expansion

DOCCR's neighborhood probation is a community-based probation model focused on creating and sustaining partnerships with community organizations, law enforcement agencies, and local community leaders. Neighborhood probation officers respond to the supervision needs of their clients, as well as the specific needs of the communities they work in.

By working closely with clients, community organizations and public safety partners, the probation officers act as liaisons and as a resource for the community. They provide information to community stakeholders on DOCCR and the criminal justice system and connect clients with services in the neighborhood they live in.

Introduced in 1997, neighborhood probation has expanded to communities throughout Minneapolis that experience the greatest saturation of criminal activity and where the greatest proportion of DOCCR clients live. Most recently, the unit added a focus on Brooklyn Center and Brooklyn Park. This is the first time suburban partnerships in the northwest region of Hennepin County have been in this unit's service area.

Medium Risk Model

In 2022, DOCCR's Medium Risk Units revised their model of supervision based on dosage probation principles. The units adjusted caseloads in medium risk to 80:1. They also examined and revised contact standards. They consulted with criminal justice partners, offered additional training, and developed a new client handbook.

With a target of completing 100 hours of approved interventions, clients on medium supervision can earn early discharge. They can gain dosage hours by participating in community-based services and one-on-one sessions with the probation officer, completing homework assignments, and practicing skills with individual cognitive tools such as Carey Guides and BITS.

This new model engages clients in services based on their risk and needs, focuses on behavior change, and helps to target intervention resources where they are needed most. This is the third supervision model to use dosage principles implemented in DOCCR.