



2016-2017 Comprehensive Plan

Building safe and healthy communities through interventions that promote personal change and accountability.



This document is the *Ramsey County Community Corrections 2016-2017 Comprehensive Plan*. It meets the requirements of the Minnesota Department of Corrections outlined in a letter from the Director of Grants and Subsidies, dated August 7, 2015.

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The Salary Roster will be submitted to the Minnesota Department of Corrections under separate cover.

I. Department Highlights

Ramsey County Community Corrections (RCCC) has made a significant effort to modify and enhance its practices based upon the evolving science in the field of Corrections. The Department is now better able to identify and target the risk that offenders pose to public safety and to focus upon risk factors, which if not properly addressed, would otherwise likely lead to on-going criminality. This work has required significant investment by the Department in enhanced staff development strategies and methodologies to meet the demands of this evolving evidence based environment. This work has resulted in the implementation of new offender-focused interventions. The Department's ability to analyze information and assess outcomes has led to new understandings of why, how, and when people recidivate.

The Department has experienced a significant amount of change and development during 2014- 2015. The past two years have been challenging and exciting as the Department continues to develop and embed Evidence Based Practices (EBP) throughout the organization.

In 2015, Ramsey County reorganized its Departments into Service Teams. Community Corrections is now part of the Health & Wellness team. This provides RCCC with an opportunity to further develop our multi-disciplinary approach to better serve our inmates, clients, residents, families, employees and the community.

Major Accomplishments

The following identifies major accomplishments of RCCC for 2014 and 2015 listed by departmental goal areas.

I: Strengthen individual, family and community health, safety and well-being.

Strategy: Promote Desistance from Criminal Activities through the Implementation of Evidence Based Practices

- Completed research to ensure that the assessment instruments used in the Adult and Juvenile Divisions are accurately predicting appropriate supervision levels.
- Evaluated the accuracy and utility of screening tools for initial case assignment in the Adult and Juvenile Division and made recommendations regarding use of the tools.
- Established a routine review process of performance measurement, recidivism and evaluation data to understand and improve the services delivered to adults and juveniles.
- Piloted two alternative Domestic Abuse interventions and completed the initial evaluation of results.
- Engaged with Domestic Abuse vendors to communicate and share information.
- Continued to gather information from offenders regarding the effectiveness of probation services.

- Evaluated the recidivism of offenders in the Probation Reporting Center (PRC) and adjusted case assignment procedures to ensure community safety and appropriate supervision levels.
- RCCF developed a continuum of psychiatric care for offenders, coordinating with Correctional Health, Ramsey County Mental Health Center and community providers.
- Ramsey County Mental Health Center staff are providing mental health services in our Adult Probation Offices.
- Dialectical Behavior Therapy is being provided at RCCF and the Adult Field to meet the mental health needs of offenders.
- The Minnesota Association of Community Corrections Act Counties (MACCAC) awarded RCCF the Board of Directors Award in September, 2014 for our Effective Supervision Practices Team effort in piloting a new model of supervision. This program allowed the team of probation officers to “professionally challenge themselves to their own practice, explore their own strengths and weaknesses in evidence based practice skills and their willingness to be observed with clients and receive feedback. The practice evolved into a proactive, practical framework that led to department-wide implement and can serve as a model for other CCA jurisdictions.”

Strategy: Build a Workforce that is Responsive to Offenders

- Implemented Effective Supervision Practices (ESP) a training model that incorporates elements from several nationally recognized training models. This includes the topic of responsivity, which will help to build a work force that is more effective with offenders.
- Developed a quality assurance and evaluation plan for the implementation of ESP.
- Developed a case management chapter for the Department policy manual establishing new policies and revised existing policies to ensure consistency with EBP and the Department mission, vision and values.
- Developed a performance appraisal for Adult Field staff that focuses on specific behaviors related to the implementation of EBP; a complementary supervisor performance appraisal is being developed; and Juvenile Field performance appraisal development is planned for the fall of 2015 through winter of 2016.
- Piloted a new hiring process that significantly increased the diversity of the pool of candidates who are interviewed for positions in the Department.
- Continued to partner with the National Alliance for Mental Illness (NAMI), regarding awareness of and appropriate responses to inmates with mental health concerns.

II: Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

Strategy: Reduce Racial Disparities in Community Corrections and Work Collaboratively with Others in the Criminal Justice System to Reduce Disparities

- Reduced the number of juveniles within the Juvenile Detention Center with full implementation of the *Juvenile Detention Alternatives Initiative (JDAI)*.
- Monitored the implementation of the *Juvenile Misconduct Grid*, which established a consistent response to juvenile misconduct across the division.
- Participated in the *Criminal Justice Coordinating Council (CJCC)*, bringing together members of the adult criminal justice system to improve coordination and outcomes for adults.
- Supported specialty courts that provide interventions for individuals who have mental health, substance abuse and chemical dependency issues.

Strategy: Increase Access to Services for Populations with Special Needs

- Funding for a Probation Officer for a Veteran's Court was approved for the 2016 budget.
- Funding for Probation Officers that support the DWI and Drug Court was approved for the 2016 budget, moving the funding from grant-funded to levy-funded.
- Increased the diversity of the pool of eligible candidates for positions in the Department by implementing a new hiring process.

III: Enhance access to opportunity and mobility for all residents and businesses.

Strategy: Collaborate with organizations and educational institutions to increase access to education, employment and opportunities for offenders so that they can become law abiding.

- Established Culinary Skills and Nursery Certificate Programs for offenders at RCCF.
- Established transition services for offenders exiting RCCF to assist with employment and housing.
- Established a computer room for GED preparation and testing. The room is also used for computer literacy classes, facilitated by the St. Paul Public Library.

IV: Model forward-thinking investment, fiscal accountability and transparency.

Strategy: Promote Community Alternatives to Unnecessary Incarceration that Promote Public Safety and Create Cost-effective Supervision Options

- Established contracts with a variety of community providers to support the Response to Misconduct Project and agents.

- Initiated use of the Correctional Program Checklist (CPC) to assess the effectiveness of correctional placements for youth and adults. Ramsey County is coordinating a multi-county and DOC group to conduct assessments. Staff have been trained in the tool.
- Won the 2014 Local Government Innovation Award from the University of Minnesota Humphrey Institute for building RCCC's Recidivism Management System for tracking better outcomes.

Strategy: Maintain Safe and Secure Institutions and Field Locations for Staff, Inmates, Offenders, and Residents

- Trained staff in *PREA* (Prison Rape Elimination Act) procedures and developed an investigation policy.
- Hired a *PREA* Coordinator to ensure consistent implementation and review.
- Implemented *PREA* compliant intake procedures and education for individuals in our three facilities.
- Completed an initial feasibility study of a proposed Hennepin County/Ramsey County joint facility for youth. Obtained Board approval of the initial study in June 2015 and initiated a full feasibility and planning process for a joint facility.
- Trained staff at the Ramsey County Correctional Facility on Critical Incident Response.

II. Introduction to Ramsey County

- Governmental Organization and Size
- Geographic Location
- Demographics
- Economy
- Crime Rates



Downtown St. Paul

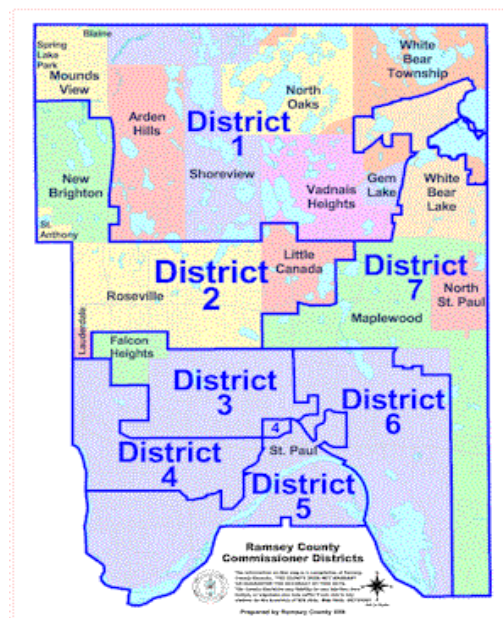
Governmental Organization and Size

On October 27, 1849, Ramsey County was created by the territorial legislature. Named after the first Governor of the Minnesota territory, it was much larger at its creation than it is today. With a northern boundary north of Lake Mille Lacs and a southern boundary at the juncture of the Mississippi and Minnesota rivers, it was the largest county in the territory. Today, Ramsey County is the smallest county in the State.

The County is governed by a Board of Commissioners. The Board consists of seven commissioners elected from districts, each of which contains approximately 70,000 people. Board members are elected to staggered, four-year terms. A County Manager, hired by the Board of Commissioners, is the chief administrative officer and is responsible for the administration of the affairs of the County and for carrying out the policies of the County Board. The County employs over 4,350 individuals in programs that serve its residents. In addition, volunteers donate over 200,000 hours of their time and talent annually.

Geographic Location

Ramsey County is located in the center of a seven-county metropolitan area in the east central portion of Minnesota. There are 36 lakes in Ramsey County, the largest of which is White Bear Lake. In the last few decades, increasing population and land development have resulted in the almost complete urbanization of the County.



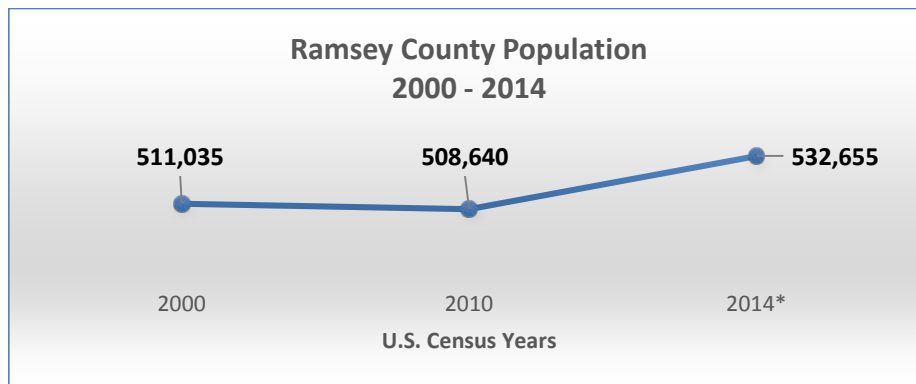
Ramsey County Commissioner Districts

Demographics

With an estimated total population of 532,655 living in an area of 170 square miles, Ramsey County is the smallest and most densely populated county in Minnesota. St. Paul is the largest city in Ramsey County with an estimated population of 297,640.

Population Change: 2010 to 2014

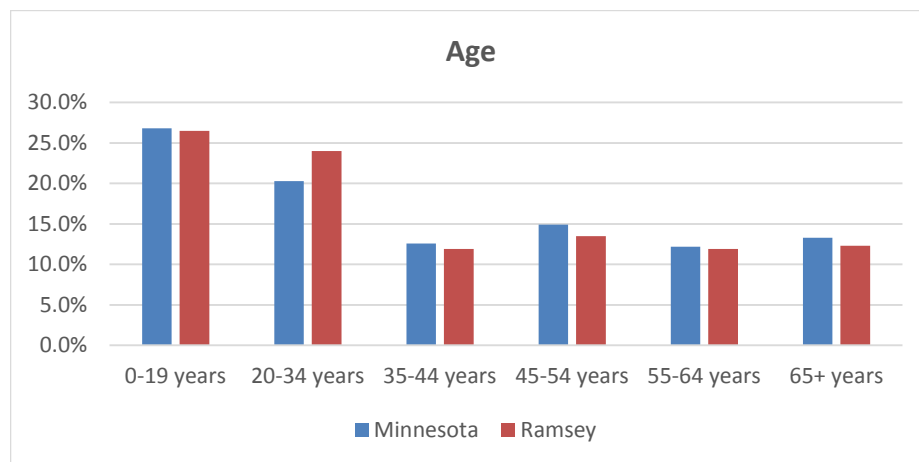
Based upon 2014 estimates obtained from the U.S. Census Bureau, Ramsey County has seen a 4.2% increase in population since the 2010 U.S. Census.



*This is based from the Population Estimates released July 2, 2014 conducted by the U.S. Census.
Source: U.S. Census Bureau

Age

The median age of Minnesotans is 37.6 years while the median age of Ramsey County residents is 34.6 years.



Source: 2009-2013 American Community Survey 5-Year Estimates

Race/Ethnicity

Ramsey County demographics continue to change. Persons of color comprise 29.1 percent of the total Ramsey County population compared to Minnesota, where persons of color comprise 13.8 percent of the total population.

Race	United States	Minnesota	Ramsey County
White alone	77.7%	86.2%	70.9%
Black or African-American alone	13.2%	5.7%	11.6%
Asian alone	5.3%	4.5%	13.2%
Native Hawaiian and Other Pacific Islander alone	0.2%	0.1%	0.1%
American Indian and Alaska Native alone	1.2%	1.3%	0.9%
Two or more races	2.4%	2.3%	3.3%
Total	100%	100%	100%
Ethnicity	United States	Minnesota	Ramsey County
Hispanic or Latino	17.1%	5.0%	7.3%
Not Hispanic or Latino	82.9%	95.0%	92.7%

Source: 2009-2013 American Community Survey 5-Year Estimates

Language Spoken at Home

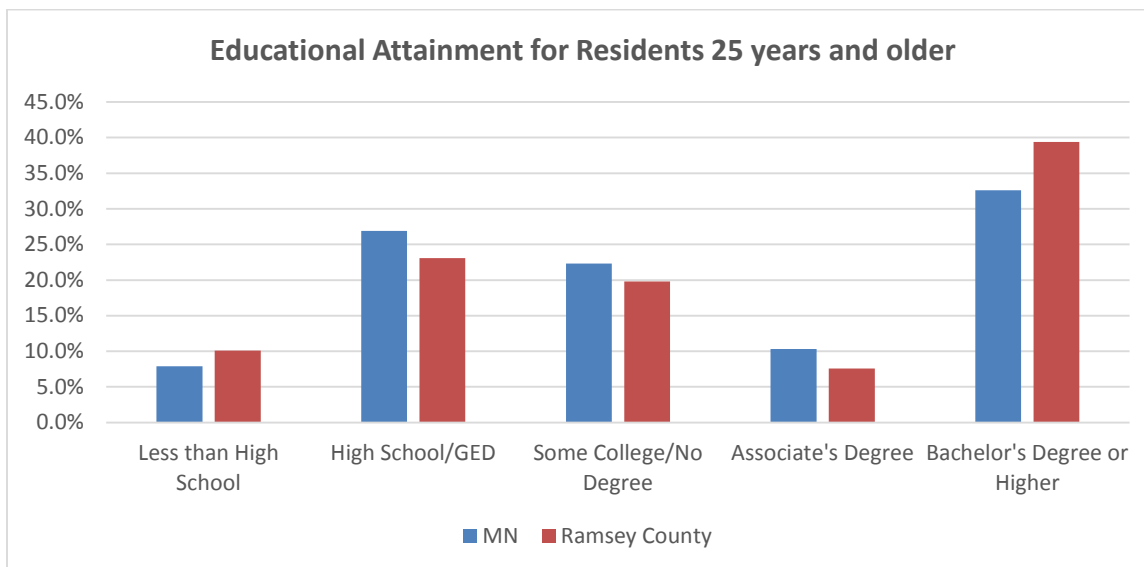
As the population has become more diverse, English is often not the primary language spoken within the home. In Ramsey County, for example, the percentage of population over five years of age in a home where a language other than English is spoken is 20.8 percent (Minnesota is 10.7 percent and nationally it is 20.7 percent).

Language Spoken in Home	Minnesota	Ramsey County
English	89.3%	79.2%
Spanish	3.8%	5.3%
Asian/Pacific Islander languages	3.0%	9.8%
Other Indo-European languages	2.1%	2.3%
Other languages	1.7%	3.4%

Source: 2009-2013 American Community Survey 5-Year Estimates

Education

Ramsey County follows a similar trend to the state of Minnesota in regard to the percent of residents who have achieved different levels of education for those 25 years and older.



Source: 2009-2013 American Community Survey 5-Year Estimates

Economy

Housing

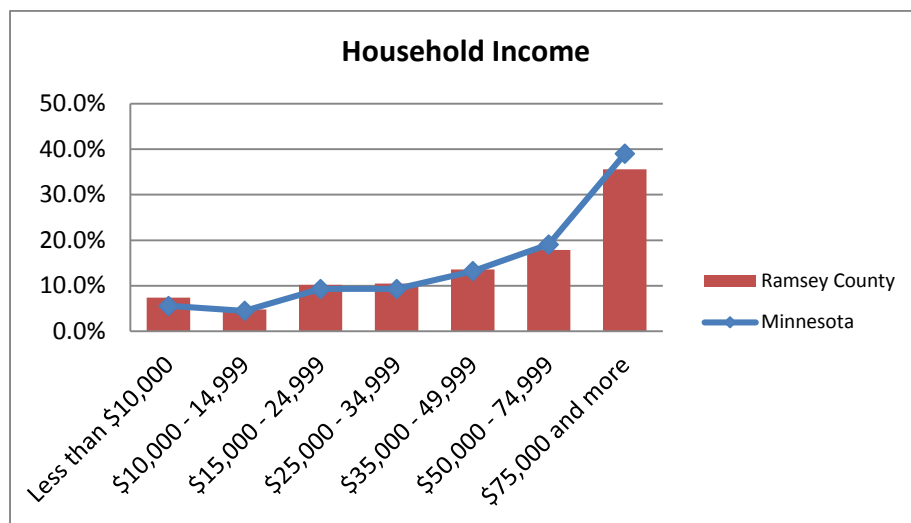
Ramsey County has older homes in its neighborhoods. 73.6 percent of occupied housing units were built in 1960 and earlier. In Minnesota, 58.0 percent of occupied housing units were built in 1960 and earlier (U.S. occupied housing units built in 1960 and earlier: 56.8 percent).

	United States	Minnesota	Ramsey County
Owner-occupied housing units	64.9%	72.5%	59.8%
Renter-occupied housing units	35.1%	27.5%	40.2%
Median value owner-occupied houses	\$176,700	\$187,900	\$198,200

Source: 2009-2013 American Community Survey 5-Year Estimates

Income

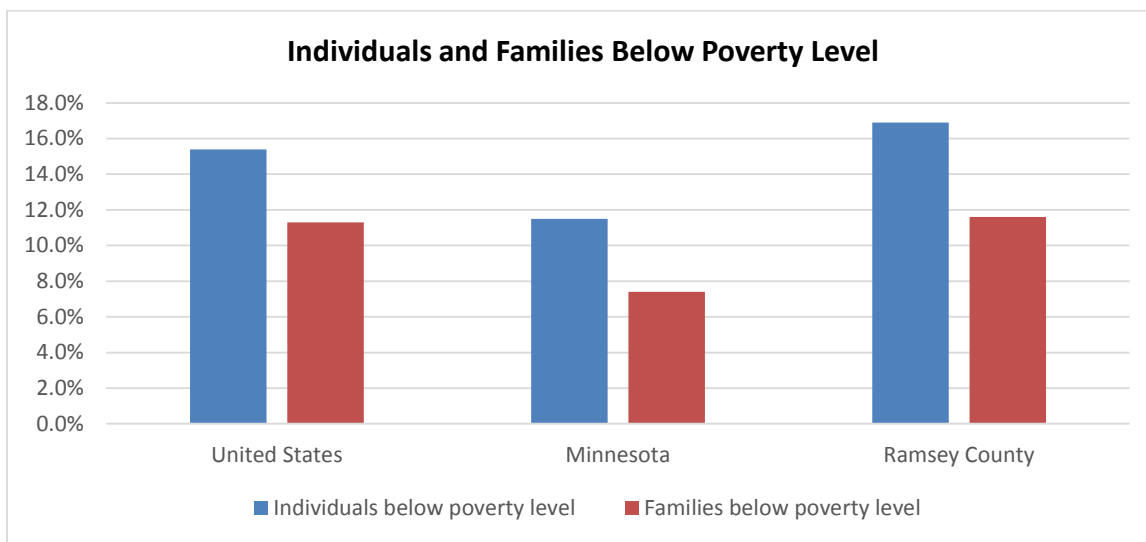
The median household income for Minnesota was \$59,836; in Ramsey County, the median household income was lower at \$54,247 (nationally it is \$64,719).



Source: 2009-2013 American Community Survey 5-Year Estimates

Poverty Level

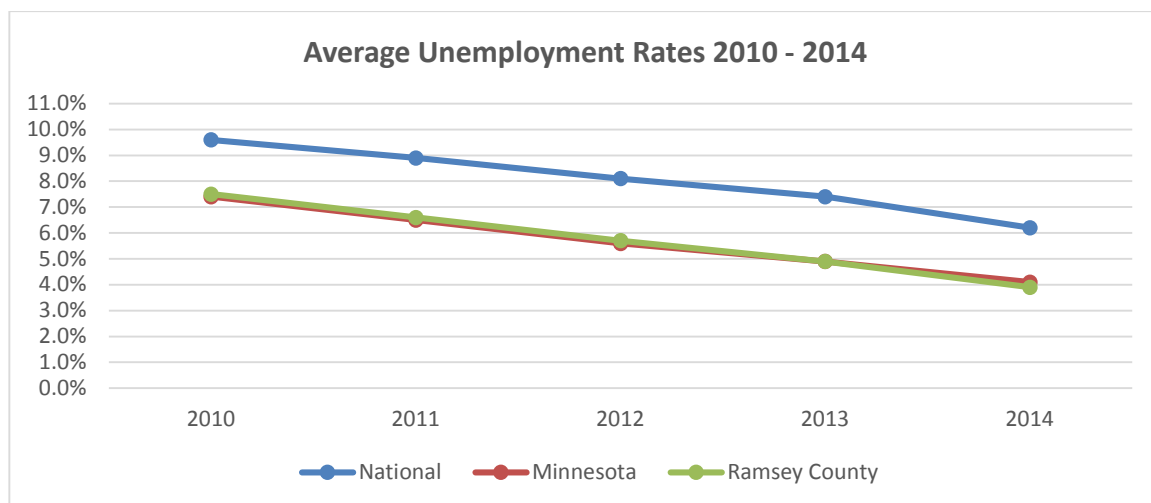
The poverty level for families in Ramsey County (11.6 percent) is comparable to the national poverty level (11.3 percent), and higher than the rate for Minnesota.



Source: 2009-2013 American Community Survey 5-Year Estimates

Unemployment/Rates

The average unemployment rates for Minnesota and Ramsey County for the years 2010 through 2014 were similarly comparable.



Source: Minnesota Department of Employment and Economic Development

Crime Rates

Ramsey County Offenses, 2010-2014

Over the past few years, total offenses in Ramsey County have remained relatively stable. In 2014, human trafficking was added to the list of offense type.

Type of Offense*	2010	2011	2012	2013	2014
Murder	20	9	15	19	17
Rape	240	222	232	277	226
Robbery	741	700	729	793	718
Aggravated Assault	1,415	1,252	1,455	1406	1,274
Burglary	3,811	4,113	4,242	3,748	3,466
Larceny	12,764	12,410	12,744	11,929	11,506
Motor Vehicle Theft	2,596	2,330	2,437	2,206	2,542
Arson	168	138	175	321	147
Human Trafficking	-	-	-	-	17
Total Offenses	21,755	21,174	22,029	20,426	19,873

Source: Bureau of Criminal Apprehension

*This is a list of the number of offenses by county and does not exclude those offenses cleared.

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III. Administration and Organization of Correctional Services

- Vision, Mission, and Values
- Organization Chart
- Correctional Services Overview (including information about the Corrections Advisory Board)
- Administrative Services Division
 - Fiscal Services
 - Community Corrections Information Technology
 - Training and Organizational Development
 - Research and Evaluation
 - Contract Services and Grants
- Volunteers



Vision, Mission, and Values

Vision

Integrity. Accountability. Innovation. Changing the future one life at a time.

Mission

Building safe and healthy communities through interventions that promote personal change and accountability.

Values

Respect

- We treat others with dignity.
- We recognize and build upon each individual's capacity for change.
- We acknowledge and honor individual differences.
- We hold ourselves and others accountable for the impact of personal biases.

Integrity

- We act in an ethical manner.
- Our behavior reflects our values.
- Decisions are made based upon established standards and principles.
- We do what we say we're going to do.

Professionalism

- We are accountable for our actions and hold others accountable for theirs.
- We offer alternatives to foster positive change.
- We manage public resources responsibly.
- We seek excellence and promote lifelong learning.
- We demonstrate initiative in solving problems.
- We learn from our history while embracing innovation, improvement, and outcome-based decision making.

Collaboration

- We are active partners with our community.
- We openly welcome the diversity of ideas and recognize that differences make an organization stronger.
- We recruit, develop and maintain a highly skilled workforce that reflects our diverse community.
- We share resources and information.
- We value and support citizen volunteers.
- We foster an environment that promotes balance between professional and personal needs.

Communication

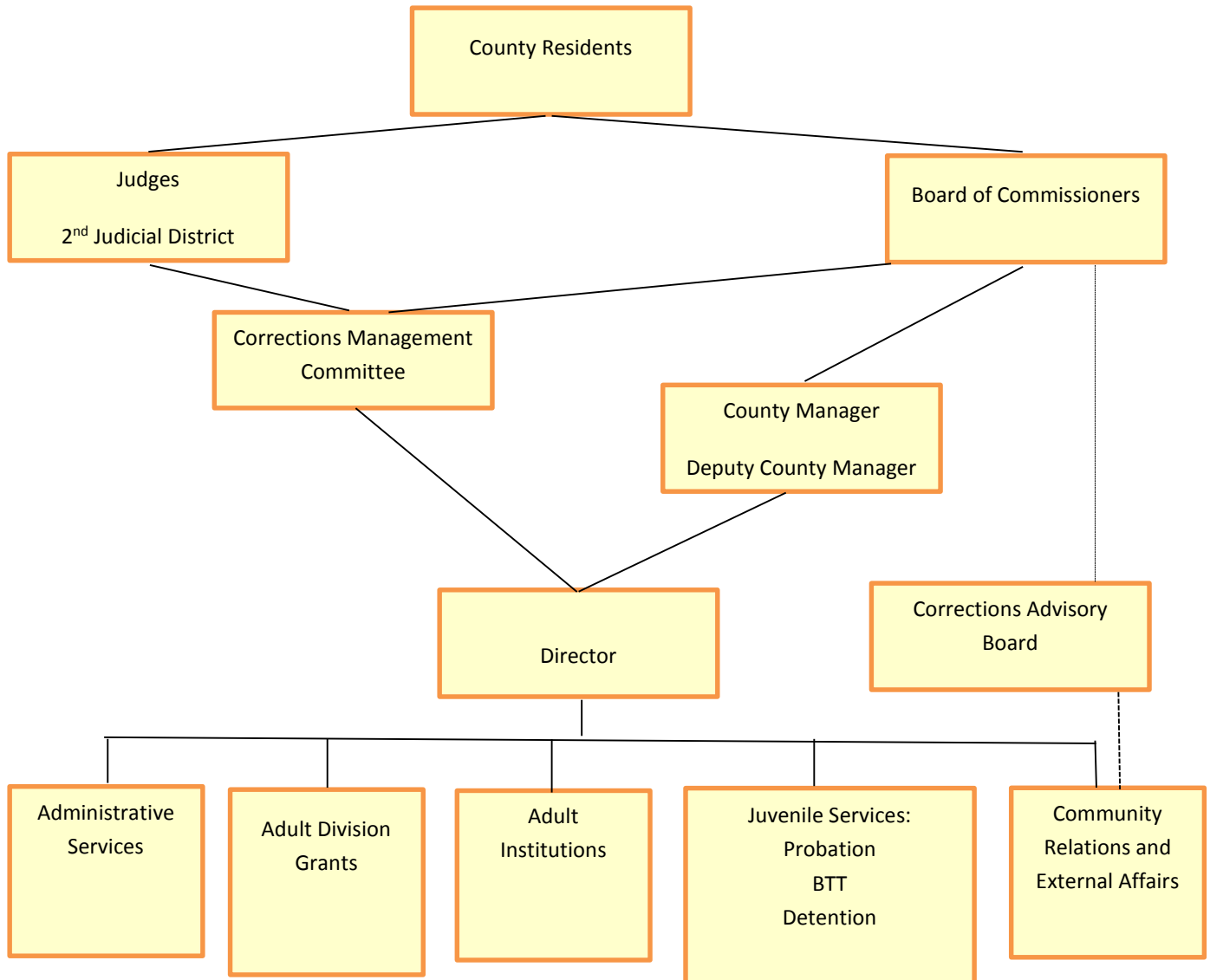
- We practice clear, timely, respectful, and honest communication with all.
- We promote communication in all directions.
- We deal with conflicts directly.
- We provide and welcome constructive feedback.
- We practice effective listening skills.

Safety

- We provide a safe environment for staff, clients and the community by incorporating safety standards into all aspects of our work.
- We develop and evaluate services and policies according to their impact on community safety.
- We provide appropriate training to staff on safety and injury prevention.
- We maintain safe buildings, vehicles and equipment.
- We provide necessary staffing to ensure the safety of staff, clients, and the community.

Ramsey County Community Corrections Department Organization Chart

2016 Organization Chart



Correctional Services Overview

Ramsey County Board of Commissioners

The responsibilities of the Ramsey County Board of Commissioners are relative to the administration of the *Community Corrections Act*, and include: (1) to determine the establishment, continuation, modification, and termination of correctional services and programs; (2) to establish the budget for the County correctional system; (3) to approve and authorize implementation of the Comprehensive Plan; (4) to ensure compliance with the provisions of the Community Corrections Act; and (5) to establish all matters of policy in relation to correctional services under its authority.

Jim McDonough, Chair

Blake Huffman

Victoria Reinhardt

Janice Rettman

Mary Jo McGuire

Toni Carter

Rafael Ortega



Back Row: Huffman, Carter, McGuire, Ortega

Front Row: Rettman, McDonough, Reinhardt

Judges of the Second Judicial District

Judges of the District Court in Ramsey County do not have direct responsibility for the administration of the Community Corrections Act, but are very involved with RCCCD in policy and program development. The judges' Court Services Committee also works closely with RCCCD in developing correctional policy and services.

Teresa R. Warner, Chief Judge

John H. Guthmann, Assistant Chief Judge

Diane R. Alshouse

Robert A. Awsumb

Joy D. Bartscher

Shawn M. Bartsh

Gary W. Bastian

Jeffrey M. Bryan

Leonard Castro

James H. Clark

Patrick Diamond

Jennifer L. Frisch

Thomas A. Gilligan, Jr.

Sara Grewing

David C. Higgs

Mark R. Ireland

William H. Leary III

Lezlie Ott Marek

Margaret M. Marrinan

Robyn Millenacker

Roseanne Nathanson

Elena L. Ostby

Salvador Rosas

Joanne M. Smith

Nicole J. Starr

George T. Stephenson

Judith M. Tilsen

Edward S. Wilson

Corrections Management Committee

The Corrections Management Committee comprises three judges from the Second Judicial District and three members of the Ramsey County Board of Commissioners. Primary functions of this committee include: (1) to provide direction for the Department; (2) to provide an arena where special problems or policy issues can be dealt with that for some reason cannot be resolved through the existing structure; (3) to provide a sounding board for proposed new Departmental initiatives; (4) to receive updates on Department activities, concerns and issues; and (5) to review the Department budget.

RCCCD Corrections Management Committee Members

*The Honorable Leonardo Castro
Commissioner Toni Carter
Commissioner Rafael E. Ortega*

*Commissioner Jim McDonough
The Honorable George T. Stephenson
The Honorable Teresa R. Warner*

Corrections Advisory Board

Minnesota Statute § 401 requires that all counties participating in the Community Corrections Act appoint a Corrections Advisory Board (CAB). By law, representatives from various communities are required: law enforcement, prosecution, the judiciary, education, corrections, social services, and lay citizens. The responsibilities of the board are: (1) to serve as advisors to the Ramsey County Board of Commissioners and the Ramsey County Community Corrections Department; (2) to participate in the formulation of the Comprehensive Plan; and (3) to make recommendations to the County Board on the budget and Comprehensive Plan.

The Board is chaired and vice-chaired by community representatives. In addition to its work with the budget and the Comprehensive Plan, CAB members meet three to four times per year to discuss and advise the Department Director and her division heads on critical issues, challenges, and initiatives of the Department.

Advisory Board Members

*The Honorable Jeffrey Bryan, Judicial Representative
The Honorable Lawrence D. Cohen, Judicial Representative
Barbara Frick, Community Representative
Linda Hall, Community Human Services Representative
Gary Karger, Community Representative
John Kelly, County Attorney Representative
Alex Kreuser, Community Representative
Maurice Nins, Department of Public Safety
Michael O'Neill, Law Enforcement Representative
Carol Sletner, Law Enforcement Representative
Neal Thao, Community Representative
The Honorable David B. Washington, Judicial Representative
Dan Wolf, St. Paul Public Schools*

Community Corrections Department

The Director of the Community Corrections Department is appointed by and serves at the pleasure of the Corrections Management Committee. The judges and commissioners delegate to the Director full authority and responsibility for the services of the Department including, but not limited to, the selection, internal transfer or termination of all personnel, including deputy directors and superintendents, their principal assistants, and supervisors in the divisions and facilities under the jurisdiction of the Department.

The authority and responsibility of the Director are carried out within an organizational structure and reporting relationship that is in accordance with the administrative policies of the Ramsey County Board of Commissioners and the Second Judicial District Judges. The Director reports directly to the Deputy County Manager and is part of the County's management structure.

Senior Management Team

John Klavins, Director

Administrative Services Division

Jennifer Schuster Jaeger, Deputy Director
Gale Burke, Finance Manager

Adult Probation Division

Andrew Erickson, Deputy Director
Randy Focken, Assistant Director
Jan Scott, Assistant Director

Community Relations and External Communications

Chris Crutchfield, Deputy Director

Juvenile Services Division

Michelle Finstad, Deputy Director
Brian Portzen, Assistant Director,
Juvenile Probation
Peter Jessen-Howard, Superintendent,
Juvenile Detention Center
Keith Lattimore, Acting Superintendent,
Boys Totem Town
Kim Stubblefield, Acting Assistant
Superintendent, Boys Totem Town

Ramsey County Correctional Facility (RCCF)

Allen Carlson, Superintendent
Ron Bergee, Assistant Superintendent

Administrative Services Division

The Administrative Services Division provides overall administrative and support services to the operating divisions of the Ramsey County Community Corrections Department.

The Division is organized into five units – (1) Fiscal Services, (2) Application Management Team, (3) Training and Organizational Development, (4) Research and Evaluation, and (5) Contracts Services and Grants. Ongoing collaboration between members of these groups is required to accomplish the many functions of the Division. This is facilitated by a divisional management team consisting of the Deputy Director and the managers of each unit. Day-to-day operations and long-term, strategic management are accomplished and guided by this team.

The Division's role in these five areas is described in the following paragraphs.

Fiscal Services

Fiscal Services provides overall fiscal management for Ramsey County Community Corrections. The section oversees all the financial functions of the Department. This includes grant management, reporting, preparing and monitoring the budget, complement management and oversight, management of purchasing, management of the Department vehicles, and vendor payments. In addition, Fiscal Services manages the Department's payroll, benefits and some human resource functions.

Through the joint efforts of staff, Fiscal Services has made some significant accomplishments in 2014/2015 including:

- Enhancement of the Senior Management Reports menu, which extracts data from the Human Resources system.
- Participation in the creation of a County-wide Fleet Management Function slated to start in the fall of 2015.

Community Corrections Applications Management Team (formerly Information Technology Unit)

Community Corrections Application Management Team (CC AMT) manages the Department's applications and software (including purchasing, enhancing, and end user support), leads IT projects, serves as a liaison with Central Information Services, maintains the Department's servers, and ensures information security.

Highlights for 2014/2015 include:

- Implementation of a new Juvenile Information System called RiteTrack for the Juvenile Detention Center and Boys Totem Town which integrates information from the two facilities with Juvenile Probation information contained in CSTS. Previously, the two juvenile institutions had separate information systems operating on unsupported platforms.
- The Ramsey County Correctional Facility (RCCF) is working on two projects to enhance its Offender Management System: (1) The implementation of CorreTrak in early 2015 will enable the facility to collect inmate information such as count, location, identification, and program attendance through the use of mobile technology; (2) The Enhanced Inmate Trust Accounting project, which is scheduled for completion in 2016, will automate inmate Point of Sale (POS) transactions.
- Facilitated the transition of desk top and enterprise computer services from the Corrections Department to a County-wide model.

Training and Organizational Development

Training and Organizational Development's goal is to provide the highest quality staff and organizational development services to RCCC professionals in order to improve the probation services provided. This is accomplished through a consultative process with active communities of practice, formal feedback from staff on training delivered and from peer leaders that help shape the training content for and assist with delivering the training content.

There is a continuing emphasis on quality assurance and fidelity of the skills that have been trained to date, which include all EBP core correctional practices such as Motivational Interviewing, risk assessments, case management and cognitive behavioral programs and interventions. Working closely with the Research and Evaluation staff of RCCC, detailed feedback is provided on all aspects of staff's completion of risk assessments and skills applying Motivational Interviewing (MI) and cognitive behavioral programming.

Over the last two years, we have integrated individual curriculums into a model that integrates all EBP skills and we are currently training all Probation officers in that curriculum. This model was created with 30 volunteer agents and was based on research from other corrections models in the US and Canada that have shown early results of reducing recidivism rates. An implementation team guides the model, setting standards for proficiency and tracking skill acquisition.

Safety Coordination: The Department's Safety program has transitioned from a state of development to maturity in the past two years. Today, it encompasses applied safety practices,

providing feedback to staff on safety-related incidents, the development of safety policies and presenting additional training topics of interest to staff.

Highlights for 2014/15 are:

- The Prison Rape Elimination Act (PREA) requires that all correctional facilities train staff and modify practices in order to prevent incidents from occurring in facilities. Our Department is also training all field staff. This has included multiple trainings to inform and educate staff on the Federal law and its requirements.
- Ongoing safety training for over a 300 staff annually, comprising basic safety in the field, new topics, and equipment. Average delivery of 1000 of training hours per year.
- Supported the expansion of programs and curriculums for domestic violence prevention and interventions. Training Unit staff provided coaching and support to facilitators of two additional domestic violence curriculums.
- Improved overall quality assurance of how cognitive behavioral programming is provided and in collaboration with the Evaluation Unit, evaluating our programming and facilitator skills.

Research and Evaluation

The staff of the Research and Evaluation Unit of RCCC builds capacity by providing analysis and evaluation information to guide Ramsey County Community Corrections. The Unit's collection of information also helps RCCC make decisions regarding staffing and resources. The following is a summary of unit highlights:

Highlights for 2014/2015 include:

- Worked with the Domestic Abuse unit to analyze and assess the effectiveness of domestic abuse programming.
- Normed the LS/CMI for Adult Division probationers.
- Assessed the utility of the pre-screener used to make case assignments in the Juvenile Division.
- Completed the norming of the YLS/CMI for Juvenile Division Probation.
- Explored recidivism for offenders in the Probation Reporting Unit. Identified differences in recidivism amongst groups resulting in changes in case assignment policy and procedures.
- Partnered with the Training and Organizational Development Unit to evaluate implementation and effectiveness of Effective Supervision Practices (ESP)
- Collaborated with the Ramsey County Enterprise GIS Division to create a secure web-based interface that pulls CSTS data into an interactive map for Probation Staff conducting home visits.

Contract Services and Grants

The Department currently manages over 80 contracts and grants. The majority of the contracts are with local community agencies to provide services to offenders. The Department is committed to implementing EBP throughout the agency, and this includes the Contract Services and Grants area. Vendors are expected to deliver services and programming that are consistent with EBP. Staff members are working with vendors to develop and track performance measures for services.

The Department continues to work on improving the contracting process and oversight of contracted services. The County is striving to purchase services at a competitive cost with appropriate standards of quality and continuity of service while establishing and maintaining a reputation for openness, fairness, and integrity. Oversight of procurement in Ramsey County is now centralized within the County. The implementation of a new electronic contracting system occurred in 2014. This system has made the solicitation process and the contract approval process much more efficient for both the County and vendors. The Department has issued a number of solicitations for adult and juvenile services in the past few years.

The Contract Services and Grant Unit work closely with each division to assist in purchasing and supervising contracted services to enhance the options available to offenders and to improve outcomes for offenders and the public. Services reported in this plan include contracted services as well as direct services. The unit has an integral role in the grant application process and provides support, as well as guidance throughout the grant award period.

Highlights for 2014/2015 include:

- The Contracting Unit has converted to an electronic contracting system called SCM (Supplier Contract Management). With the exception of amendments, grants, revenue agreements and Memorandum of Understandings (MOUs), all contracts are processed through this system.
- Contracting Managers were also trained in an electronic system for County Board agendas and actions entitled Agenda.Net Through this system, a formal request is sent to the County Manager's office for Agenda Review, which later goes before the County Board for approval.
- The Department has trained a number of staff to conduct the Correctional Program Checklist (CPC) to evaluate the quality of contracted programs.
- Ramsey County has assumed the role of coordinator for the CPC assessments of programs. Other jurisdictions involved in the delivery of the CPC assessments include the Minnesota Department of Corrections and Metro counties.

Volunteers

Ramsey County Community Corrections



The Volunteers in Corrections Program (VIC) provides volunteer opportunities for members of the corporate sector, college and intern population, faith community, and citizens that want to give of their time and talents to help offenders housed or supervised in Ramsey County.

Volunteers in Corrections

VIC is the volunteer sector of Ramsey County Community Corrections. VIC provides both intern and volunteer opportunities throughout the Department. It is a robust program –the second-largest volunteer program in Ramsey County, and is critical to providing necessary assistance, programming, and services to both staff and offenders.

The VIC Program is the point of contact for approximately 100 volunteer prospects each month. VIC also supervises approximately 225 active volunteers and interns at RCCC division sites. Interns commit to 400 hours of service, while volunteers commit to one year of service in a variety of positions.

The Volunteers In Corrections Board is an independent 501(c) (3) nonprofit that supports the volunteer efforts of RCCC. The spring plant sale and fall tree sale held annually at the Ramsey County Correctional Facility (RCCF) Greenhouses during the spring continue to generate the majority of funds for the VIC Program.

The VIC Board directly funds the VIC Program's efforts, for example, by providing bus tokens to offenders to attend job interviews, by paying fees for GED tests for offenders who have been working toward their degree, and by providing \$1000 educational scholarships to offenders who have successfully enrolled at post-secondary institutions. The VIC Board also funds volunteer/offender programming and projects, such as the annual Food for the Holidays Program, special resources and events at Boys Totem Town and the Juvenile Detention Center, as well as other non-County funded requests from the Department.

The VIC program continues to grow both internally and externally attempting to reduce recidivism by providing evidence based opportunities for offender change.



In 2014, the Volunteers in Corrections Program accomplished the following:

- Raised over \$50,000 through its combined plant, flower and tree sales.
- Dedicated over 14,000 volunteer hours to various RCCC services, programs, and projects.
- Utilized 224 volunteers.

IV. Program Descriptions

- Adult Probation Division
- Ramsey County Correctional Facility (RCCF)
- Juvenile Services Division
- Juvenile Detention Center (JDC)
- Boys Totem Town (BTT)



Adult Probation Division

The Adult Division has experienced a transformation in the availability and utility of information through the use of offender recidivism information. This provides the basis for the Division to track recidivism and identify strategies that promote desistance from criminal activities, as well as identify opportunities for improving practice. The development of the interface between information systems has been critical in moving forward redesign efforts within the Division. This was due in large part to the completion of a data system integration that streamlines staff work in the following areas: referral, sentencing, and warrant information from the Minnesota Court Information System (MNCIS); specialty calendar and referral information; and the integration of the Court Services Tracking System (CSTS), MNCIS, and the Response to Offender Misconduct Project (ROMP). Through this progression, RCCC now has the ability to ensure that Probation Officers are providing high quality services consistent with best practices, and are able to measure the impact on offender recidivism as a result.

The Division recently examined the efficacy of programs and treatment for offenders charged with Domestic Abuse (DA). The caseload in the DA Unit has grown significantly over the past seven years. As a result of analysis, RCCC has a much fuller understanding of the complexity of the DA caseload. Assumptions that DA clients were being rearrested for additional domestic abuse-related offenses were challenged when data demonstrated that many offenders were actually being rearrested for consensual or nonviolent violations of No Contact Orders (NCOs) and other unrelated DA matters. The work has pointed the Department in a new direction regarding how to respond to the offender population. Overall, 24.5 percent of offenders recidivated within one year. The majority of this recidivism was either for a non-domestic related offense or for a violation of a No Contact Order. Only six percent of the individuals recidivated with an event that was charged as an assault. RCCC launched two experimental batterer pilot interventions that are affiliated with nationally known programs to produce better outcomes in 2014.

The Adult Division is working to increase community alternatives to incarceration through the development of the Response to Offender Misconduct Project (ROMP). The project, implemented in 2011, has reduced the placement of offenders in the Correctional Facility for probation violations. In 2013, the Adult Division awarded contracts with seven different vendors to provide community options for offenders.

Complimenting integrated data across systems, and alternatives to incarceration, all Adult Division staff and supervisors are being trained in the Effective Supervision Practices (ESP)

model. This model focuses the probation officer's contacts with a probationer to develop a change plan in a collaborative style that balances meeting the conditions of the court with how to proactively address both criminogenic needs and risks. ESP skills extend information gained from the risk assessments, and further engages the probationer in the areas of risks to reoffend and the barriers or opportunities that exist for each probationer to successfully complete probation. Any programming, alternatives to incarceration, or services that are accessed by the probationer, are further reinforced through probation officer contacts. Thus, the probation officer is more than just referring a client, but following up to determine the impact of the service or program with the client and whether or not the intended goals are being met. The ESP model was tailored to our Department through a pilot conducted in 2012.

The Adult Division supervises those offenders placed on probation at sentencing and those released from the Department of Corrections (prison) on Intensive Supervised Release (ISR) or Supervised Release (SR). Offenders under supervision are 18 years of age or older when they committed their crimes. The goal of the Division is to protect the community while providing services to help offenders live healthy, productive, and crime-free lives.

The Division consists of 14 units. Each plays a vital role in providing services and maintaining public safety. Seven units are located in the Metro Square building, one unit is located in the Ramsey County Courthouse, and six other units are field offices located within local communities within Saint Paul, Minnesota. Additionally, a Support Unit provides general clerical support to the Division, including transcription, background and records checks, and warrants entry.

The Adult Division also works with local police departments, the Ramsey County Sheriff's Office, community and treatment programs and providers, Ramsey County Child Protection, the Minnesota Department of Corrections, and the Minnesota Bureau of Criminal Apprehension to enhance public safety and monitor offender compliance with court orders.

Risk/Need Assessment

Risk assessment tools are used to determine an offender's risk level (low, medium, high, and very high) and to help direct subsequent assignment to one of the Division's units. Scores are also used to determine the appropriate level of supervision intensity. High-risk individuals are placed on caseloads where the probation officer has fewer cases and more time to monitor their behavior. The LS/CMI (Level of Service-Case Management Inventory) is administered upon intake. An LS/CMI is re-administered after nine months and then

annually thereafter or upon discharge. Specialty risk assessment tools are used for specific types of offenders. The STABLE/ACUTE and STATIC-99 are administered to sex/predatory offenders. The ODARA is used to assess risk levels on domestic abuse/violent offenders. The ASUDS-R tool is used to determine interventions for those convicted of DWI.

The Division follows practices shown by research to be the most effective at reducing recidivism. By following these guidelines, resources such as probation officer time and service funds are directed at the highest risk offenders. Lower risk offenders are supervised by the Probation Reporting Center, in group settings, or on caseloads to ensure that offenders comply with the conditions ordered by the court. Research has shown that lower risk offenders are less likely to re-offend if provided minimal interventions.

An offender's risk assessment score is only one factor reviewed when assigning an offender to a specific supervision unit. The client's current offense, criminal history, and criminogenic needs are all considered to ensure the offender is assigned to services that will protect the public and reduce recidivism.

Risk Level of Adults Served

In the summer of 2012, the Division converted assessment tools, utilizing the *Level of Service/Case Management Inventory* (LS/CMI) in place of the *Level of Service Inventory-Revised* (LSI-R). The LS/CMI is a fourth generation assessment tool that incorporates case planning functions, client protective factors, and responsivity considerations.

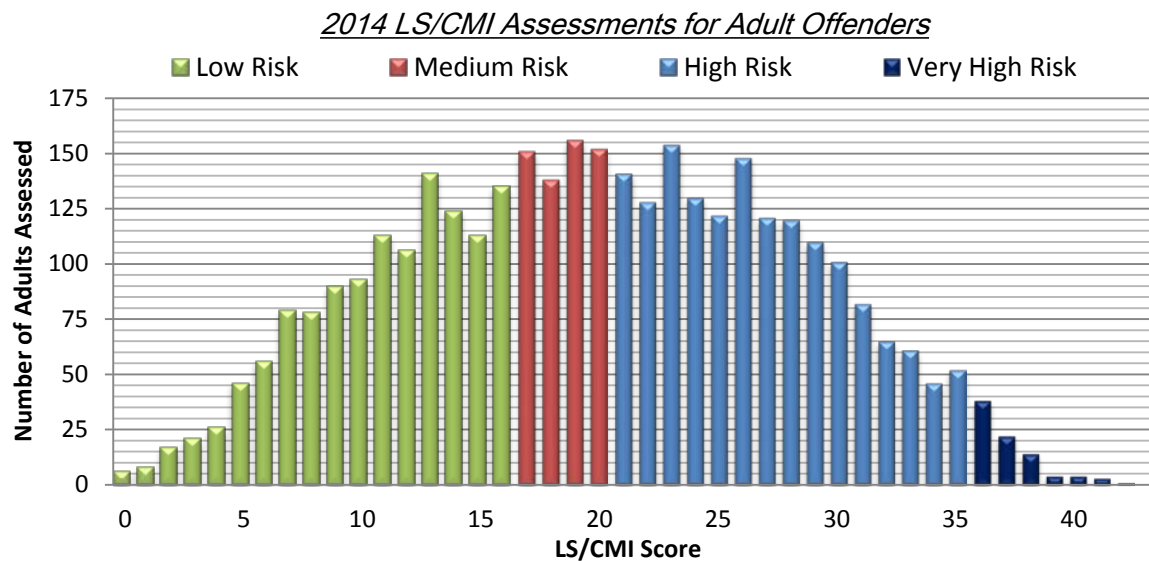
In 2014, 3,516 LS/CMI assessments were completed for adult offenders assigned to the Division. This includes both initial assessments and reassessments. Not all clients receive a comprehensive assessment. In general, LS/CMIs are completed for individuals that receive a full pre-sentence investigation, score high on a screening tool, or are assigned to high-risk supervision. A screening assessment is used with lower level offenders.

The following table lists the percentage of clients in each category for those receiving an LS/CMI assessment in 2014:

2014 LS/CMI Results		
Level of Risk	Percentage	Score

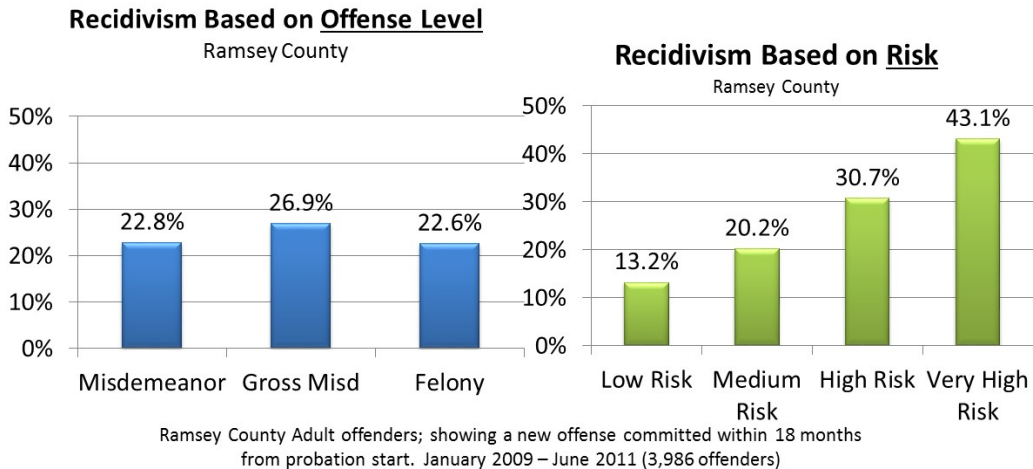
Low Risk	36%	0-16
Medium Risk	17%	17-20
High Risk	45%	21-35
Very High Risk	2%	36 and above*

A higher score on the LS/CMI indicates a greater level of need and risk for reoffending



Supervision Services by Risk Level

The Adult Division, adhering to Evidence-Based Practices (EBP), provides services based on a number of factors, including risk level, as previously discussed. Once a risk level is determined and criminogenic needs are identified, an offender is assigned to a probation officer in one of three locations: a neighborhood field office, a specialty unit, or the Probation Reporting Center. Neighborhood field offices provide supervision in the community. Specialty units, such as the Predatory Offender Unit, the Domestic Abuse Unit and the DWI Unit, all supervise crime-specific cases. This allows agents to gain expertise with certain types of crimes, state statutes, treatment and program options, and certain outcomes. Higher risk clients are generally assigned to either a neighborhood field office or a specialty unit. Lower risk offenders are generally assigned to the Probation Reporting Center.



Essentially, high-risk offenders are subject to more intense contact with the Probation Officer. In many cases, this means more frequent contacts with their probation officer both in the field and in the office, and a better quality of interaction. This typically includes searches of clients' homes, persons or property; more frequent drug testing; and required participation in court-ordered programs. Conversely, lower risk offenders receive less contact, but are still proactively monitored for new police, court activity, community or family complaints, and also for completion of their conditions through various information systems and direct contact.

The Division has established a goal of having caseloads at manageable sizes for probation officers. Smaller caseloads allow probation officers to spend more time with offenders and provide a higher level of both supervision and service. The Division's goal for caseload sizes now includes no more than 50 medium-risk to high-risk clients per agent or 70 to 100 medium-risk offenders per agent. This does not include offenders on Intensive Supervised Release where statute caps individual caseloads at 15 offenders. Due to high volume in certain areas, especially our Domestic Abuse Unit, we have not achieved these goals throughout the Division.

Special Populations and Programming

The Adult Probation Division recognizes the need for differentiated strategies in offender supervision and services, and has taken a number of steps to identify those underserved through corrective action. Partnering with many community organizations has provided culture- and issue-sensitive programs and services; allowing every client to become better served.

Various programs are offered to female offenders. *Moving On* is a specialized cognitive and behavioral restructuring program that provides regularly scheduled services to female clients in the Adult Substance Abuse Court. It is now available to women assessed as high-risk within the supervision units. Residential services are available under a contract with RS Eden Metro. *Breaking Free*, a program designed to break the cycle of prostitution, provides services directly to the female offender population.

Sex offenders, those with chemical dependency issues and repeat domestic abuse offenders are unique populations supervised by the Division. To help facilitate personal change within these types of offenders, the Division works with a variety of community providers to offer specific services.

- Sex offender treatment (outpatient) is subsidized at community vendors.
- Chemical dependency services depend on the type and severity of the addiction. These services, including assessment, *Driving With Care* cognitive programming and treatment, are offered through a number of community partners. These partners include Comunidades Latinas Unidas En Servicio (CLUES), Hmong American Partnership, HEM Counseling, and CAPI (a Community-based, Somali-speaking Human Services organization).
- A variety of new contract programs established in 2013.
- Similar to the populations supervised, more Division staff members, including probation officers, case aides, and support staff, represent a diverse work force. Over half of new employees hired in the Division are bilingual. Many units have at least one bilingual employee.

Offender Housing

In Ramsey County, the following housing options are made available to offenders: re-entry housing, halfway housing and rental units for Level 3 sex offenders. Attic housing is one option for re-entry housing that provides sublet apartments for high-risk offenders. Attic housing has been expanded by three beds through funding from the State Second Chance Act Grant, and now totals 11 available beds in Ramsey County. The County also maintains subsidy money for short-term halfway house placements. The halfway houses operated by RS Eden are staffed 24 hours a day, seven days a week and provide supervised living plus referrals to other organizations. There is limited in-house programming at these halfway houses.

In 2011, several new landlords opened units that are available for rent to Level 3 sex offenders. Ramsey County has also been actively engaged in partnerships with community based organizations to maintain and expand offender housing. The County is collaborating with organizations including but not limited to The Network for Better Futures and RS Eden to explore options for housing offenders.

Additional Services and Projects

GED Classes: Probation officers in the Adult Probation Division recognize the need for a coordinated effort to assist adult offenders in obtaining their GEDs. Agents and staff from the Saint Paul Public Schools Continuing Education Division have taken significant steps to fill this gap. Through their efforts, GED classes are regularly conducted in the conference rooms at 800 Minnehaha. Offenders under supervision are able to pursue their GEDs, and probation officers monitor their progress. Local businesses provide incentives, such as gift certificates and free shirts and ties for job interviews, to the adult learners who successfully achieve their GEDs.

Cognitive/Behavioral Restructuring Interventions: As part of the overall redesign initiative, cognitive/behavioral group interventions for high-risk offenders are now being provided by agency staff. Staff members within the Division have been trained to conduct such interventions. The Division has dedicated a staff person to scheduling, providing, coordinating, and monitoring cognitive curricula.

Adult Probation Division Profile 2014

In 2014, **19,554** adults were served by Ramsey County Community Corrections. **5,854** adults were newly assigned in 2014. These totals reflect adults on supervision, investigation and warrant status. Over the past five years, the number of adult clients served has decreased by 16 percent.

Pre-Sentence Investigation

Pre-Sentence investigations are investigations ordered by the Court to determine appropriate sentencing. Investigations are tailored to an offender's offenses and include but are not limited to components such as studies of the individual's family history, work history, chemical use history and psychological assessments.

Pre-Release Investigation

Investigations conducted prior to the release of an incarcerated offender to verify all aspects of supervision and terms of supervised release.

Interstate and Intrastate Transfer

Interstate and intrastate transfer investigations are investigations related to the transfer of released offenders or probationers from other states or Minnesota counties.

Supervision Cases

Of the 7,501 new cases opened in 2014, 5,604 (75 percent) were assigned to supervision. There are several types of supervision cases:

Probation

The Second Judicial Court (Ramsey County) places an adult offender on probation after he or she has pled or been found guilty for a crime. The Court outlines the specific conditions of probation a client must follow and complete in order to successfully complete probation.

Interstate and Intrastate Probation

Clients who have been transferred to Ramsey County from other states or Minnesota counties for probation.

Supervised Release/Intensive Supervised Release

Offenders released from Minnesota prisons are assigned to supervised release (SR) or intensive supervised release (ISR) based on the type of offense and their risk for reoffending. These clients remain on SR/ISR until they successfully complete supervision or until they reach expiration of their sentence. In other states, this supervision status is referred to as Parole.

Domestic Abuse Unit

The Domestic Abuse Unit has seen a substantial increase in caseload over the past seven years. Offenders in the unit are also much more likely to have been previously charged with a felony. Supervision strategies with this group are challenged by a high recidivism rate and the lack of intervention strategies with demonstrated effectiveness. The Department is piloting new intervention strategies that show promise of improving results. The Department also redirected staff to this unit to help reduce very high caseloads. Staff continue to be added to the DA Units (there are now 16 probation staff), so the unit was split in two during the fall of 2014.

Probation Reporting Center

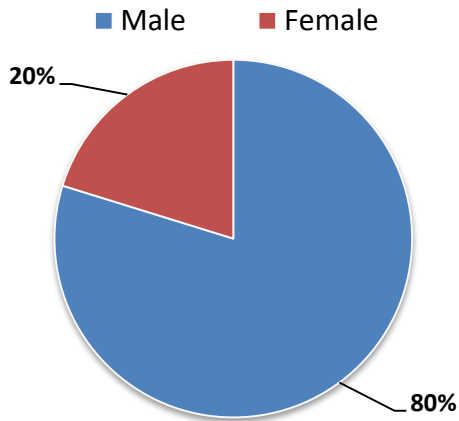
One of the Division's units, the Probation Reporting Center (PRC), was designed to follow Evidence Based Practices. It is a proactive reporting center for low-risk and low-contact probation clients. Clients are assigned to the PRC based on a risk assessment tool and Division policy. In order to be supervised by the PRC or participate in any of the above mentioned programs, clients must meet a number of criteria used to ensure that only low- and medium-risk and low- and medium-contact clients are admitted.

The creation and implementation of the PRC has been instrumental in allowing the Division to provide appropriate, low-intensity supervision to over 5,600 low- and medium-risk offenders, and to increase the intensity of supervision and service to higher risk clients. The PRC averages an 80 percent compliance (success) rate and had a 12-month recidivism rate of 11 percent in 2012.

Cases that would otherwise be supervised by field offices can now be assigned and/or transferred to the PRC. This, in turn, lowers the number of clients a Probation Officer supervises, maximizing time the Probation Officer can spend to address probationer conditions, risk and needs.

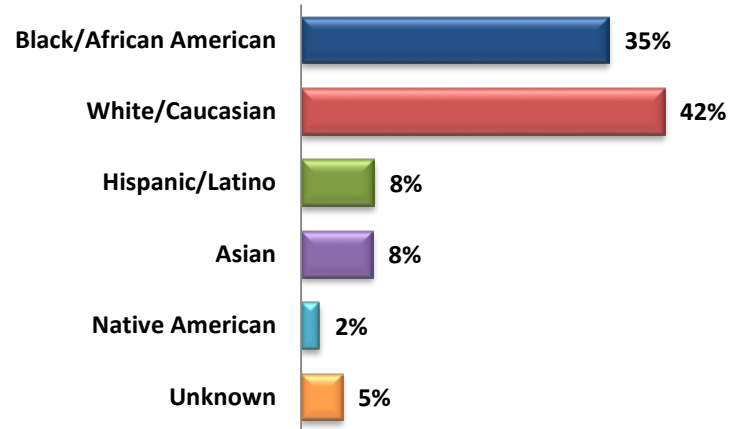
Adults Served by Gender

(n= 19,554)



Adults Served by Race/Ethnicity

(n= 19,554)



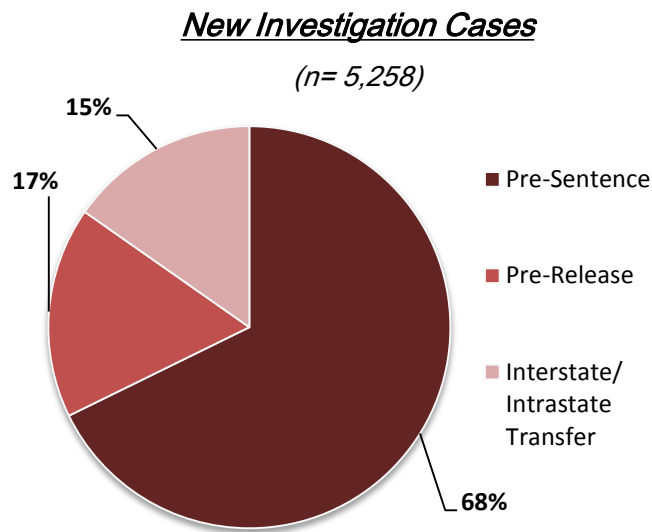
- The total number of adults served in 2014 was 19,554; of which 15,601 are male, and 3,953 are female.
- The Race/Ethnicity of the population was represented by White/Caucasian at 42 percent, followed by Black/African American at 35 percent.

New Cases Opened

In 2014, there were **7,501** new cases opened in Adult Probation Services. Cases can start as supervision or investigation case.

Investigation Cases

Of the 7,501 new adult cases opened in 2014, 5,258 (70 percent) started as an investigation. There are three broad types of investigation cases: Pre-Sentence, Pre-Release, and Case Transfer related investigations.



Pre-Sentence Investigation

Investigations ordered by the Court to determine appropriate sentencing. Investigations are tailored to an offender's offenses and include but are not limited to components such as studies of the individual's family history, work history, chemical use history, and psychological assessments.

Pre-Release Investigation

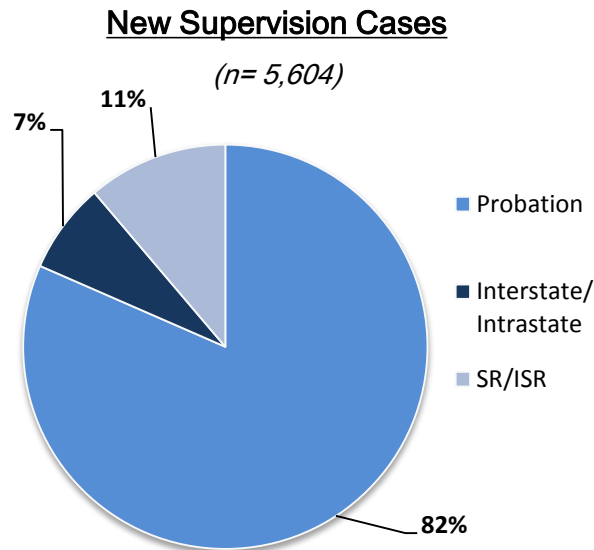
Investigations conducted prior to the release of an incarcerated client to verify all aspects of supervision and terms of supervised release.

Interstate/Intrastate Transfer

Investigations related to the transfer of released offenders or probationers from other states or Minnesota counties.

Supervision Cases

Of the 7,501 new cases opened in 2014, 5,604 (75 percent) were assigned to supervision. There are several types of supervision cases.



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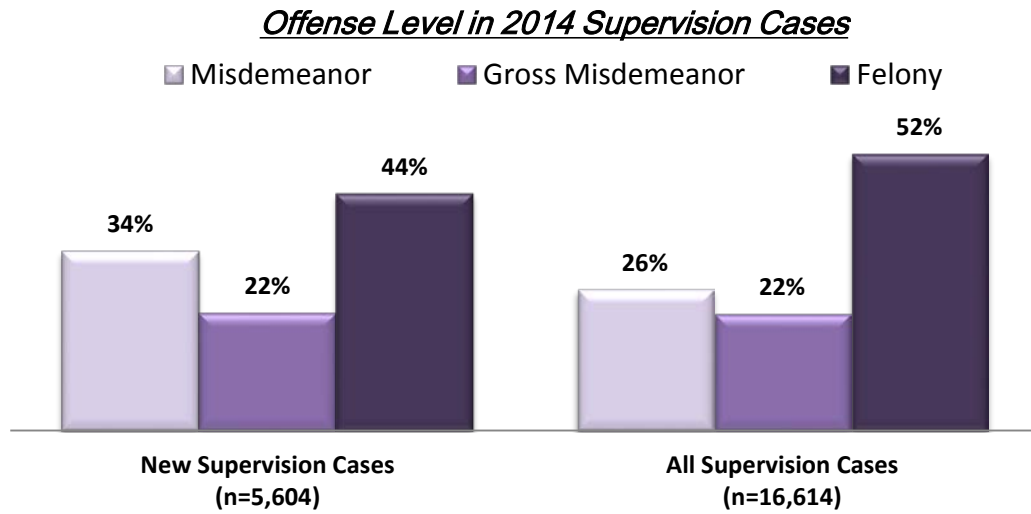
Interstate and Intrastate Probation

Offenders that have been transferred to Ramsey County from other states or Minnesota counties for probation.

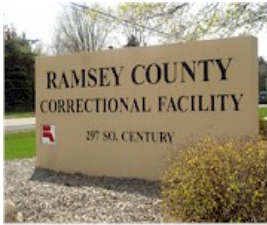
Supervised Release/ Intensive Supervised Release

Offenders released from Minnesota prisons are assigned to supervised release (SR) or intensive supervised release (ISR) based on the type of offense and their risk for reoffending. Clients remain on SR/ISR until they successfully complete supervision or until they reach expiration of their sentence.

The chart below compares the level of offense of new supervision cases with all cases supervised in 2014. New supervision cases are a subset of all supervision cases. Over the past five years, the percentage of felony level supervision cases has increased.



Ramsey County Correctional Facility (RCCF)



Ramsey County Correctional Facility

The Ramsey County Correctional Facility (RCCF) is a 556-bed, minimum-to-medium security institution, housing adult male and female offenders sentenced to a maximum of one year. The RCCF provides a secure and safe custodial option for adult offenders sentenced for up to one year by the Second Judicial District Court. Inmates who are authorized by the Court and meet RCCF eligibility criteria may participate in the work and school release program or serve their sentence on electronic home monitoring.

Several factors contribute to the length of sentence and the numbers of inmates committed to RCCF. Some of the contributing factors include: state and local laws, trends in crime rates, and prosecutorial and judicial decisions. The type and needs of inmates admitted varies greatly and impacts the facility as much as the size of the inmate population. Inmates vary by age, offense, length of sentence, ethnic background, mental and emotional health, medical needs, intellectual capacity, education and literacy levels, behavioral and escape risk. The diversity of this population with varied risk levels poses challenges in the supervision and behavior management of inmates to insure that the safety and security of inmates, facility personnel, and the community is maintained.

Given the long historical trend of increasing inmate population at RCCF, efforts have been made to limit the number of inmates in the facility by: expanded use of electronic home monitoring; Department efforts to use alternative sanctions for probation violators; and facility efforts to reduce recidivism by providing cognitive skills programming, work readiness training, reintegration transition services, and collaboration between the RCCF mental health unit, Adult Probation and community providers.

Electronic Home Monitoring

The implementation of a direct release option makes it possible for offenders to be released directly from the Court to EHM without serving nights in the RCCF. The results are fewer admissions and fewer bed days.

Expanded use of EHM by allowing low risk inmates, who are not employed or attending school, to serve their sentence on EHM lockdown status has resulted in greater use of the program and allows inmates to maintain family relationships.

Employment and Productive Day Programs

All medically able inmates are required to perform work to offset the costs of their incarceration. Work opportunities such as food services, laundry, nursery and greenhouse operation, hay production, and golf course crews provide inmates with realistic work experiences.

The RCCF has partnered with Century College to develop a both culinary skills program and a horticulture program, and is currently developing a laundry skills program. Corrections officers teach the required job skills and the RCCF adult basic education instructors teach the academic component of the curriculum. The programs are designed so that participants will complete 200 hours of coursework and practical hands on application as workers in the RCCF kitchen, nursery, and greenhouses. Simultaneous to the curriculum work, inmates participate in cognitive programming or chemical dependency (CD) treatment as appropriate. The inmates must also complete the 20-hour Employment Readiness program. This program teaches inmates skills related to identifying barriers to employment, interest and skills assessment, job application, resume development, interviewing with a criminal conviction, interviewing, and job retention. Upon completion, the inmate receives a certificate from Century College.

The RCCF partnered with business owners, managers and experts within the respective fields to form an advisory committee for each program. Facility transition staff continue to seek community employers who are willing to hire graduates of the programs. Several inmates have obtained internships and have been hired upon completing one of the programs.

Other programs that are unique in corrections include the Ponds of Battle Creek Golf Course and the RCCF nursery operation. The golf course is a joint venture between the RCCF and Ramsey County Parks and Recreation. RCCF inmates maintain the grounds and course staff have helped several inmates obtain employment at local golf courses upon release. On the RCCF nursery operation, inmates work in the greenhouses, gardens, and complete off-site projects such as shoreline restoration. The RCCF nursery is a primary provider of aquatic and native plants for the State Department of Natural Resources and the Ramsey-Washington County Watershed District. It raises hay and other feed products for the Como Park Zoo and the Saint Paul Mounted Patrol.

Inmate Programming

The RCCF is committed to providing evidence based programming designed to reduce recidivism for high-risk inmates. This programming includes targeted cognitive behavioral programs, domestic violence education programs, as well as the workforce development programming in the areas of culinary, horticulture and laundry skills.

RCCF provides a variety of educational programs including onsite GED testing. RCCF has its own learning center staffed by certified Adult Basic Education (ABE) instructors. Individual targeted classes are offered for inmates to pass the GED test.

RCCF partners with Meridian Health to provide chemical dependency programming. Inmates who have 20 days or more to serve are offered Rule 25 assessments. Inmates approved for the outpatient CD programs at the facility complete phase one of treatment while serving their sentence and continue with the community program upon release.

RCCF program staff have all been trained in the use of motivational interviewing and the Level of Services/Case Management Inventory (LS/CMI) assessment tool. Program staff continue to communicate and consult with inmate's probation officers where inmates have sentencing durations that would be long enough for individual case planning.

The facility also offers programs in the area of life skills, parenting, employment readiness and problem-solving through our own staff who are trained in facilitation or contracted service providers.

RCCF continues with its long, rich tradition of using community volunteers to assist with tutoring and mentoring inmates through the learning centers. Volunteers also provide support groups for inmates around religious programming and AA.

Women's Unit Program

The Women's Unit is focused on gender-specific programming in order to effectively serve female inmates and their unique needs. Women typically commit crimes for different reasons than men. As a facility, we aim to address those reasons in order to reduce recidivism. Main areas of focus for women are: cognitive skills, trauma and chemical dependency (CD).

The Women's Learning Center is a place for women to further their academic skills and prepare for the workforce. A licensed teacher works with the women to support and guide their studies, but the inmates work at their own pace. Women can work on Adult Basic Education skills in order to increase efficacy in reading, writing, and math. Women can also prepare for and take the GED tests for Reading, Social Studies, Science and Math. The women that are interested in post-secondary education can also explore fields of study along with short-term training programs and colleges, they can apply for a post-secondary school, apply for financial aid, and learn about how their criminal background can affect employment options. For those women that need to hone their skills for the workforce can take Keytrain courses in the areas of Applied Mathematics, Locating Information and Reading for Information. These courses prepare people to receive the National Career Readiness Certificate, which is a national standard certifying workplace skills that is recognized by employers.

A women's writing program, established in 2012, is a partnership of the Minnesota Advisory Task Force on Women offenders to the Minnesota Department of Corrections, the Saint Paul Almanac, the Saint Paul Public Library (SPPL), various authors from the community, and the women's unit staff at RCCF. The program is funded by a grant through the Metropolitan Regional Arts Council. In this program, female inmates at RCCF have the opportunity to cultivate creative writing skills, develop self-confidence and forge positive community connections with the artist community in Saint Paul.

The Goodwill Easter Seals Construction Training Program is another work training program available to female inmates. The primary goal of this program is to connect women with a high wage, high demand career. The construction program is 12 weeks long with six weeks conducted in the classroom and the last six weeks completed at a work site. In addition to work training, Goodwill also provides wraparound services aimed at helping their students with needs such as: housing, daycare and transportation. A caseworker from the program then continues to work the student past graduation to assist with job placement and maintenance. The female inmates furlough out to the program and therefore, must meet certain requirements to participate.

Moving On is an evidenced based cognitive skills program that is designed to target criminogenic needs specific to women. The curriculum provides women with alternatives to criminal activity by helping them identify and utilize both personal and community resources.

Beyond Trauma is an 11-session curriculum that uses cognitive behavioral techniques, mindfulness and expressive arts to discuss and help women through the trauma they have experienced in their lives.

Healing Trauma is a condensed version of Beyond Trauma; it is five sessions long. This curriculum has become easier to utilize in the facility since the incarceration period for women is typically brief.

Dakota County Boarders

The Women's Unit has a contract with Dakota County to board all of their female inmates. Women who are both pre-sentenced and sentenced serve their time at RCCF. These inmates are afforded the same opportunities as Ramsey County inmates and therefore, may access all programming and services that are available.

Mental Health Services

Over the last six years, RCCF has expanded its staffing component for the mental health services team (MHST) to four licensed providers and one assistant probation officer who are dedicated

to addressing the unique needs of offenders suffering from mental illness. Each year, the RCCF MHST serves approximately one out of every three inmates that enters the correctional facility. This equates to about 1200 to 1500 clients per year. Inmates are triaged based on the risk, need and severity of their mental health symptoms. All inmates undergo a basic mental health screening and medical intake. If deemed appropriate, inmates are referred on to the MHST for a more comprehensive and symptom-focused mental health screening. From there, each inmate is staffed by the MHST and the level of service is determined and if applicable, a full clinical assessment and Rule 79 referral (for targeted mental health case management) is completed.

Mental health services provided at RCCF include crisis management and stabilization services, one to one and group interventions and transition services. Inmates' court orders are reviewed to address mental health conditions and stabilize mental health symptoms while in custody. Housing accommodations are made to meet the needs of each inmate and the severe and persistent mentally ill (SPMI) are housed together in a specialized mental health dorm with a correctional officer that works closely with the MHST. The MHST collaborates with probation officers and other community-based case managers to address inmates' mental health needs and partners with them to ensure successful transition back into the community. Mental health interventions are community resource driven, client-centered, and solution-focused; and include evidenced-based clinical modalities such as cognitive behavioral therapy, dialectical behavioral therapy and trauma recovery models.

In addition to serving inmates at RCCF, the MHST offers clinical and consultation services one day per week in each of the three branch offices of Adult Field Services. Annually, about 400 to 500 probationers receive services including: crisis intervention, screening and assessment, consultation for probation officers, and resource/program referrals to community providers. In 2016, the MHST is developing strategies to augment mental health services in the branch offices by strengthening our partnership with the Ramsey County Welcome Center. To accomplish this, we are planning collaborative training events, streamlining referrals, and increasing capacity for consultation and crisis intervention services.

Transition Services

A commitment to providing transition services to inmates upon release to the community is a current priority of the overall programming. A planning specialist has been added to the staff complement to provide direction and supervision to the transition specialist and to build community partnerships and extensive resources in the areas of housing, employment, education and health insurance.

The planning specialist actively participates as a member of the Minnesota Department of Corrections Transition Coalition, and collaborates with community partners throughout the metro area with the goal of reducing barriers for offenders re-entering the community. The transition specialist meets with inmates on any issues that are identified for that individual as a potential barrier. The primary areas regularly addressed are: housing, benefits, insurance, employment, education, state identification cards, social security, birth certificates, and obtaining a current Minnesota driver's license. From the initiation of transition services at RCCF through August of 2015 over 2000 inmates have benefited from these services in addressing one or more barriers they face upon release. Over 800 inmates have been assisted specifically in the area of health insurance and benefits.

Community providers such as Portico come into the building to assist inmates with health insurance as well as RAP and ARM's workers for reentry support and mental health services.

Accomplishments

The Culinary Skills program and curriculum was certified by Century College at the end of 2013. Since that time a total of 52 participants have graduated as part of seven cohorts (classes). Half of the graduates or 26 have been employed post-release or gone on to further job skills training programs.

In March of 2014, the RCCF workforce team presented a horticulture curriculum to Century College. The curriculum contained components similar to the culinary skills program, however adjustments were made specific to the landscape and nursery industry. Century College has recognized and certified our curriculum, noting it is well researched, resourced, current and professional by today's industry standards. To date, 18 participants have graduated as part of four cohorts (classes). Of that number, 12 are employed or found employment past release, seven in the landscaping industry.

A secondary significant accomplishment is the partnership developed with community landscape companies such as Outdoor Lab Landscape design and Horticulture Services Inc. Both companies have agreed and are accepting our inmates for paid internships while still incarcerated following graduation on work release programs. These internships are then opportunities for our inmates to become full time employees upon release with potential for promotion in the companies.

In the women's program, an employment opportunity was targeted specifically for female inmates who are traditionally underemployed with low wages. Historically our female populations are limited to positions with very little opportunity for growth. The Goodwill Easter Seals Construction Training Program was made available to our female inmates to address both

of these issues. The inmates who meet program requirements are furloughed out as a work release/training opportunity.

In early 2014, both the Men's Programming Unit and the Women's Unit at RCCF went through a pilot Correctional Program Checklist (CPC). This checklist was completed by a group of RCCCD staff as part of the training process. The RCCF used the information from this pilot to establish a Continuous Quality Improvement plan. Also, a smaller group of RCCCD staff that were trained on the CPC were again trained on the CPC Group Assessment and RCCF provided the group, Thinking for a Change. This allowed the trainers to again complete the group assessment as a pilot for an RCCF program.

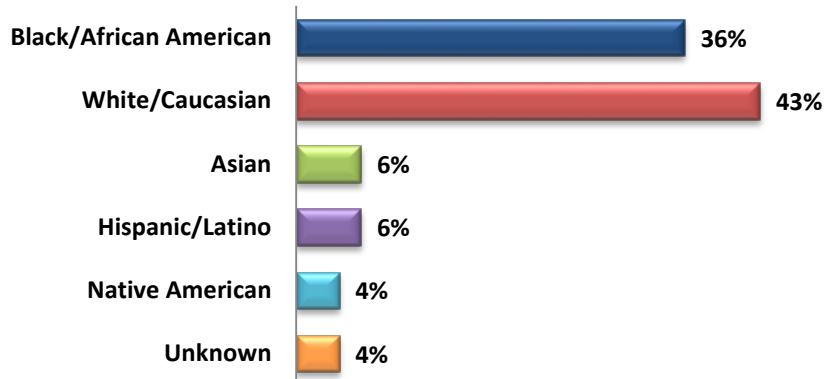
In planning for the 2014 GED transition to all online testing, the RCCF learning center and the workforce program team developed a program room specific to meet the requirements with the changes in technology. The room at the RCCF was designed to meet the state standards for testing procedures and instructors using the LAN School software to monitor all activity for each computer terminal. Only the websites necessary for testing or workforce program activities are accessible. In addition to the online GED testing, the room is also being used for ServSafe training, employment searches, resume building, inmate satisfaction surveys and typing classes.

Ramsey County Correctional Facility (RCCF) Profile 2014

In 2014, RCCF served **4,647** offenders. This includes offenders in custody on 1/1/2014 (**337**) and new offenders admitted in 2014 (**4,310**).

Offenders Served by Race in 2014

(n= 4,647)

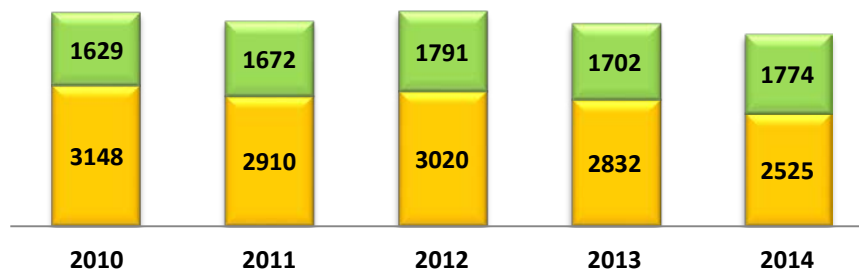


RCCF Admissions 2010-2014

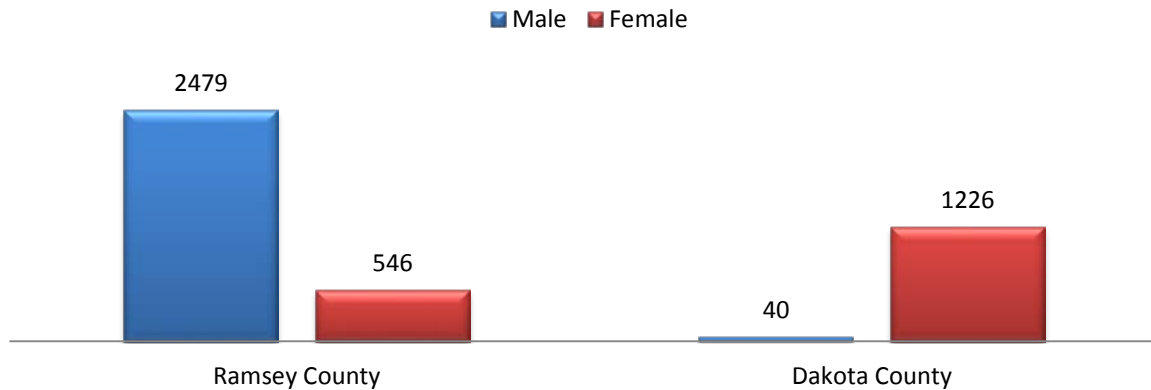
2010 was the first full year that RCCF contracted with Dakota County to board its female offenders - both sentenced and pre-sentenced. This has resulted in an increase in female admissions.

Admission by Gender 2014

Male Female



Admission by County 2014



Admission Sources

Offenders come to RCCF from a variety of local systems. The majority of clients come from the Ramsey County Second Judicial Court.

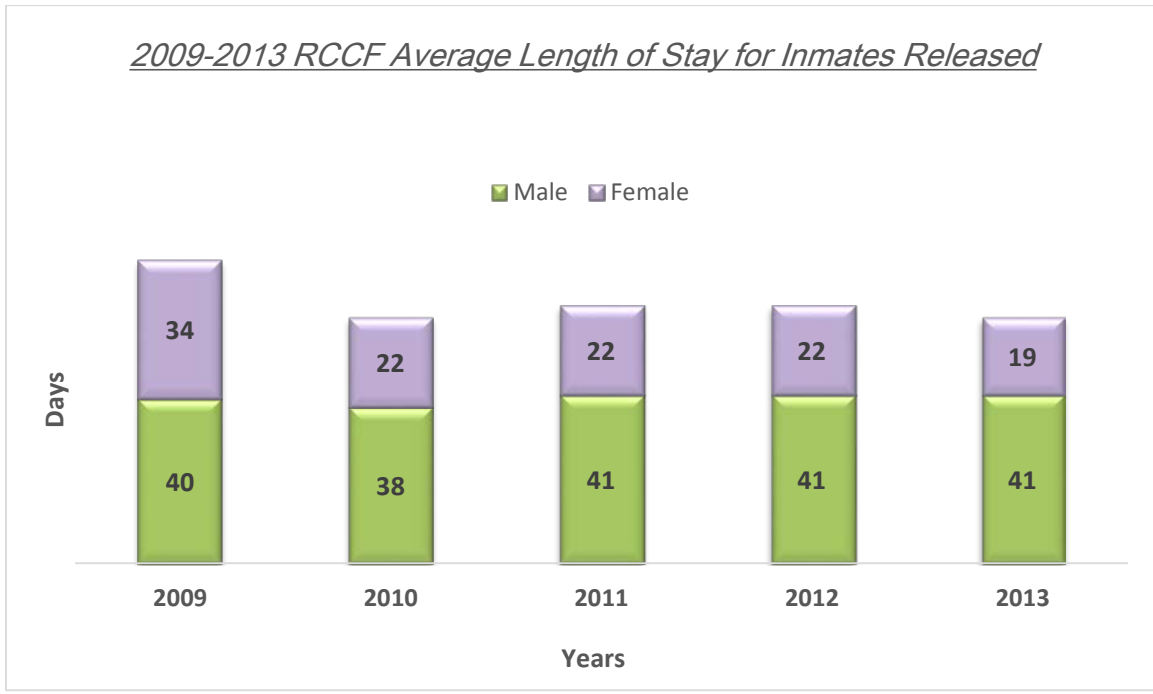
Ramsey County: Clients sentenced by the Ramsey County Second Judicial Court.

Dakota County: Dakota County female offenders, both sentenced and pre-sentenced, boarded at RCCF.

Out of County: Offenders sentenced in other jurisdictions that are Ramsey County residents or employed in Ramsey County and request to serve their time at RCCF in order to maintain their community connection and employment.

Average Length of Stay

From 2009 to 2013, the average length of stay for male inmates **increased** by 2.5 percent. Since 2009, the average length of stay for female inmates has **decreased** by 44 percent.



Juvenile Services Division



Juvenile & Family Justice Center

The Juvenile Services Division includes Juvenile Probation, the Juvenile Detention Center (JDC) and Boys Totem Town (BTT).

In recent years, the Juvenile Services Division of RCCC has been able to focus its efforts in the areas of data collection and analysis across juvenile justice agencies, local schools and law enforcement. This has led to a broader understanding of how government agencies respond to juvenile behavior with unintended consequences, one of which is the level of disproportionate minority contact with the justice system.

As a result of unified work, positive changes to practices have occurred throughout the Ramsey County juvenile justice system leading to efficiencies and a substantial reduction in the number of adolescents housed in Ramsey County's juvenile facilities. Less expensive community-based interventions have been developed that have greatly reduced reliance on detention or placement while maintaining a safe and accountable system. While fewer children of color are in Ramsey County facilities, reducing the disparities between groups remains a work in progress.

Juvenile Services Continuum Redesign Project - Boys Totem Town

The Juvenile Services Division engaged in a one-year evaluation of the Juvenile Services Division and the need for residential treatment services. This planning effort sets a direction for work for the next ten years. Results of the study suggest the need to rebuild BTT and to expand the present service continuum to more precisely target service delivery to the set of behavioral and personality components of more discrete groups of delinquent youth. Work thus far indicates that many adolescents in expensive residential treatment could be better and just as safely served in the community. To move forward in this direction, future investment dollars will be needed to implement evidence based practices.

In 2014, the Juvenile Division began collaborating with other departments, jurisdictions, and the community to create a continuum of services for juveniles that addresses the mental health needs of adolescents being served while increasing community services and supports.

The need to rebuild BTT and to expand the present service continuum to more precisely target service delivery to the set of behavioral and personality components will be the major focus of effort across the Juvenile Division in 2015 and 2016. Assessment of the viability of a shared facility with Hennepin County and the complex issues of siting, staffing, funding and governance will all need to be resolved.

Juvenile Detention Alternatives and Disproportionate Minority Contact (JDAI/DMC)

Since 2005, Ramsey County Corrections has been implementing the Juvenile Detention Alternative Initiative (JDAI). The mission of JDAI is to:

- Reduce the number of juveniles in detention.
- Eliminate the disproportionate representation of juveniles of color in detention.
- Achieve system reform of the juvenile system.
- Develop appropriate and effective detention alternatives to secure detention.

The Juvenile Services Division, along with other Ramsey County juvenile justice agencies and community organizations, continues to move forward the agenda of this initiative. JDAI works to implement effective, community-based alternatives to detention and to reduce the overrepresentation of children of color in the justice system.

JDAI is part of a growing national movement driven by research that shows children who are placed in detention tend to have worse outcomes than those who are not, in terms of school performance, criminal activity, and mental and physical health. It has been hard work to make the many necessary adjustments and operational changes, but the end result is an improved Juvenile Justice System that is much more responsive to the needs of affected juveniles and their families.

In Ramsey County, JDAI participants include the Ramsey County Attorney's Office, Ramsey County Community Corrections, the Ramsey County Public Defender's Office, Ramsey County Community Human Services, the Ramsey County Sheriff's Office, the Saint Paul Police Department, suburban police departments, Ramsey County District Court, and community organizations. The Ramsey County Board of Commissioners strongly supports the initiative.

The Juvenile Services Division implemented community-based alternatives to detention and out-of-home placement with County Board support and investment. These community-

based alternatives and interventions are now funded by the Division. The community-based alternatives help reduce the number of youth in detention for probation violations. Community-based alternatives and programs developed from JDAI principles include Community Coaches, an Evening Learning Center, a Weekend Learning Center, Work Readiness, and Shelter Plus for youth with special issues being released from the Juvenile Detention Center. In 2015, the Juvenile Services Division, in partnership with YouthPrise, released a request for proposals (RFP) to fund High Fidelity Wraparound for corrections-involved youth. The priority population for this service will be youth aged 14 and under who are repeat offenders with medium to high-risk assessment (YLS/CMI) scores. Overall, the Division has developed a continuum of responses to youth misbehavior based on research and is oriented toward community/family and youth, is culturally and geographically responsive, and shows promise in helping to reduce racial and ethnic disparities.

Juvenile Probation

The Juvenile Probation's administrative office, intake, diversion, and field probation services are located in the Juvenile and Family Justice Center (JFJC) in downtown Saint Paul. There is a branch office that provides intensive supervised probation and enhanced probation to high risk offenders and their families in the community.

Juvenile Probation works with court-ordered youth between the ages of 10 and 21. Staff provide services in three major areas:

- Keep low-risk youth from deeper involvement in the Juvenile Justice System
- Provide supervision to young offenders ordered to probation based on their criminogenic risks and needs
- Recommend and oversee out-of-home placements including commitments to State juvenile correctional facilities
- Youth involved with probation have opportunities to develop into healthy, productive adults

Juvenile Probation's priorities, shared with justice partners of Ramsey County, include attending to public safety while fostering positive youth development and outcomes that are fair and equitable. Through our staff development efforts, probation officers are trained and expected to positively engage youth and families using skills from the Effective Supervision Practices (ESP) model in order to collaboratively develop change plans. The ESP skills compliment and integrate any services or programs that are being accessed. They focus on steps a juvenile can take to reduce risks and they address the needs of the youth to prevent further involvement in the criminal justice system.

Juvenile Probation staff investigate the backgrounds of youths who are ordered into supervision by the Court. They assess the youth's risk to reoffend and the needs that should be addressed to prevent reoffending. Supervision of the youths are based on this assessment of risk and needs. Youth are supervised and referred to treatment opportunities, programs and interventions that are targeted at positive youth development and change. Monetary restitution is collected and community service facilitated so youth can provide reparation to their victims and the community.

Out-of-home placement can be ordered when youths present a public safety risk within the community. Such placements have historically been one of the Department's most costly programs. The Division continuously examines its practices in search of the most effective ways to intervene with delinquent youth so that out-of-home placement is not needed.

From 2015 to 2016, use of community-based programs and interventions, including Evening and Weekend Learning Programs, Community Coaches, Functional Family Therapy (FFT), high fidelity wraparound, cognitive-behavioral and victim impact groups, Work Readiness, and gender specific programming will continue to be expanded. When necessary, local out-of-home placements, such as Boys Totem Town, will be the first choice due to its easy access by parents and the community.

The most serious and dangerous youth are dealt with in one of two ways: Minnesota's juvenile statutes allow the Juvenile Court the option of placing the youth under immediate or delayed Adult Court penalties. The youth may be certified to stand trial as an adult, in which case he or she is subject to adult rules and consequences. Alternatively, the youth may be placed in an Extended Jurisdiction Juvenile (EJJ) status. As an EJJ, the offender receives an adult sentence, which is stayed until he or she is 21. The youth has the opportunity to remain within the juvenile system unless he or she violates probation or commits a new crime. If this occurs, the juvenile status is revoked and the youth receives their adult sentence, which may include prison. Although there are relatively few such offenders in the juvenile population, they consume a disproportionate amount of resources in terms of staff time and treatment costs.

Risk/Need Assessment

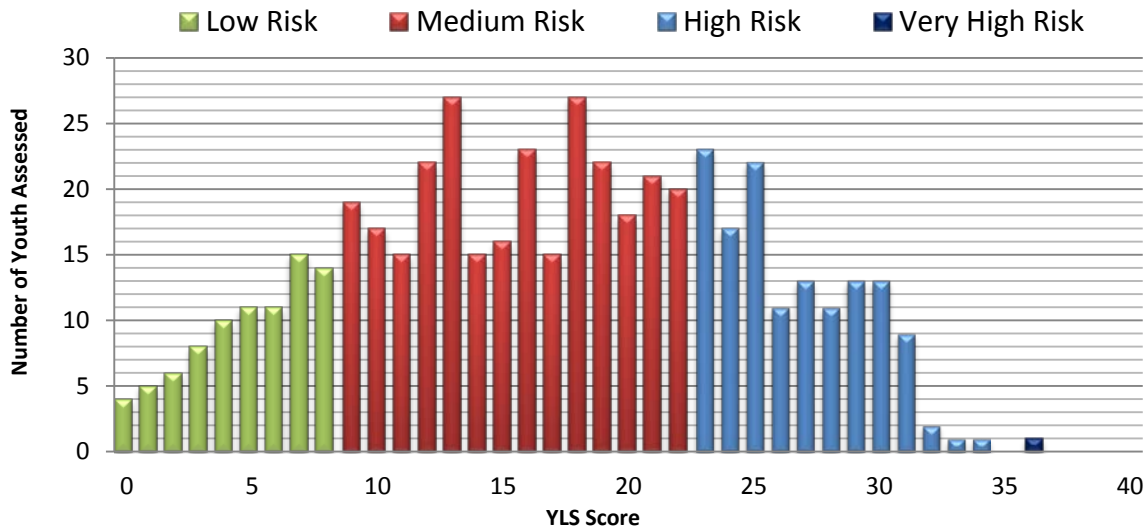
When a youth admits to an offense in court, the Intake Unit completes a *Static Risk Assessment* (SRA) to determine whether the youth should be minimally supervised at the JFJC office or traditionally at a branch office. The SRA is a brief assessment tool that allows corrections professionals to quickly determine low-risk offenders from moderate- and high-risk offenders. The SRA uses only static factors that can be easily obtained through court records. The purpose of this tool is to save time and money by accurately placing low-risk offenders into low-intensity interventions. As with adults, it is possible to increase the recidivism of low-risk youth (or adults) by providing too much supervision.

When a youth is sent to a branch office for probation supervision, the *Youth Level of Service/Case Management Inventory* (YLS/CMI) is used. The purpose of this assessment tool is to determine the risk of recidivism for delinquent youth and to determine the areas that create this level of risk. The strength of the YLS/CMI is that most of the areas it measures are dynamic as opposed to static. Dynamic factors are areas or issues that can be changed through intervention (criminal thinking, chemical use, peer relations, etc.) as opposed to static factors which are unchangeable (age, cultural background, previous criminal history, etc.).

The YLS/CMI allows probation officers and the Court to target interventions that have the best chance of creating positive improvements for the youth and lead to public safety. Using the correct intervention based on overall risk to reoffend is important.

The YLS/CMI also provides information that helps determine criminogenic needs and responsivity areas, in addition to risk. There are seven dynamic areas measured in the YLS/CMI: Family/Parenting, Education/Employment, Peer Relations, Substance Abuse, Leisure/Recreation, Personality/Behavior, and Attitude/Orientation. The differential scoring of these areas allows court officials and probation officers to mandate specific interventions that will most likely create change and reduce recidivism.

2014 YLS/CMI Assessments for Youth on Probation



In 2014, **497** YLS/CMI's were completed. In general, assessments are not completed for youth with low-level delinquency or CHIPS offenses. The average score was **16.8**.

- Low scores (0-8) represent 17 percent of the youth assessed.
- Moderate scores (9-22) represent 56 percent of the youth assessed.
- High scores (23-34) and very high scores (35+) represent 27 percent of the youth assessed.

Most youth on probation also receive the *Massachusetts Youth Screening Instrument (MAYSI)*. The MAYSI is a standardized, self-report screener for youth ages 12 to 17 entering the Juvenile Justice System. It is used to identify potential mental health problems in need of immediate attention and to determine whether or not a youth should be referred to a mental health professional. It is also useful to mental health professionals as a starting place for assessment of mental health needs of the youth. The MAYSI contains six scales, which makes it easier to fully assess the need for mental health intervention. The mental health professional can also use the scoring of the 52 individual items as focal points for their interview with the youth.

Programming

Aggression Replacement Training (ART) and Other Staff-led Groups

The Juvenile Services Division provides ART groups throughout Juvenile Probation and the juvenile institutions. Groups are regularly provided at Boys Totem Town, the Juvenile Detention Center, and in the community. In addition, staff from local school districts, community agencies, and surrounding correctional agencies have been trained in ART and have initiated cognitive groups with their special populations. Other cognitive-behavioral groups such as **Thinking for a Change** (T4C) and the **Phoenix** curriculum either are being offered or will be offered in the near future. A **Victim Impact** group developed by the National Institute of Corrections is also being run regularly by staff.

Functional Family Therapy (FFT)

Juvenile Probation has been providing FFT services to adolescents and their families since 2002. FFT is a family-based prevention and intervention program that has been applied successfully in a variety of contexts to treat a range of high-risk youth and their families. This approach draws on a multi-systemic perspective in its family-based prevention and intervention efforts. The program applies a comprehensive model, proven theory, empirically tested principles, and a wealth of experience to the treatment of at-risk and delinquent youth. Therapists from culturally specific community agencies form a therapeutic team that provides in-home FFT services.

Girls Circle

Girls Circle is a three-month program run through Neighborhood House that focuses on developing healthy friendships, learning new skills, and making steps toward accomplishing goals. The general philosophy of the program is that every girl entering Girls Circle has strengths and assets that can be further nurtured, which can lead them to leaving the juvenile justice system and accomplishing their goals. Girls attend group once a week for two hours and also meet individually with the program staff to develop and take action on personal goals. The groups utilize the Evidence-Based Girls Circle curriculum, which addresses topics such as stress management, healthy relationships, and communication skills. In addition to skill development, the group is intended to be a safe, supportive place to build healthy friendships and provide mutual aid. In recognition of the importance of long-term, stable relationships, Girls Circle also makes an effort to connect girls with other programs within Neighborhood House and within the community.

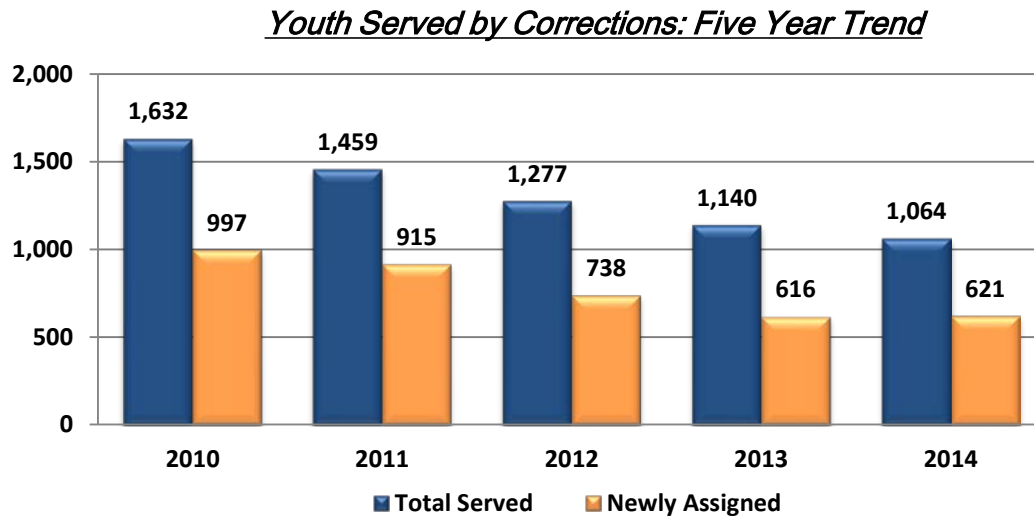
Youth Community Connection

Youth Community Connection (YCC) serves males 13 to 18 years of age who are on probation. It consists of two months of programming, four days per week. Programming within YCC has four main components: Health and Fitness, Life Skills, Mental Health and Cultural Identity Development.

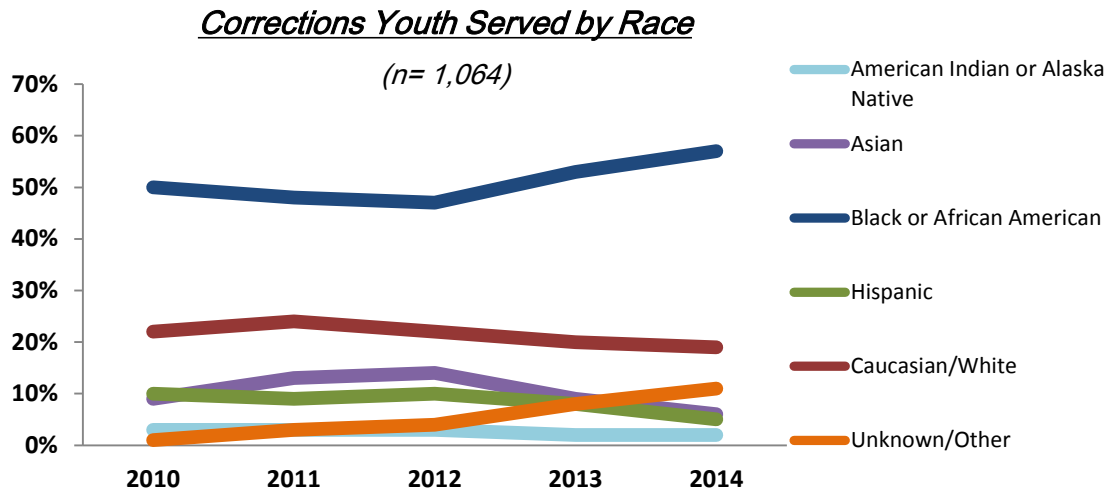
High Fidelity Wraparound

High Fidelity Wraparound (HFW) is a youth-guided and family-driven planning process that follows a series of steps to help youth and their families realize their hopes and dreams. It is a planning process that brings people together (with natural supports and providers) from various part of the youth and family's life. It helps the youth and family achieve the goals they have identified and prioritized, with assistance from their natural supports and system providers.

In 2014, Juvenile Probation-Corrections served **1,064** youth. Of these youth, **621** were newly assigned. The graph below illustrates the reduction in the number of youth being serviced by Corrections over the past five years. Over this period, the number of youth served has decreased by 35 percent.

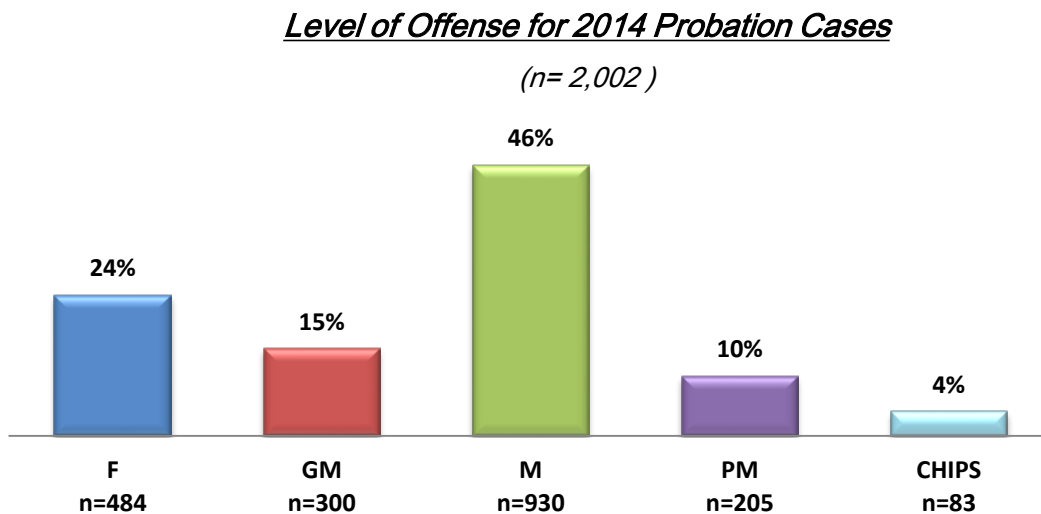


In early 2013, there was a change in case assignment policy and subsequent reorganization of cases between the departments, with CHS assuming supervision of youth open only on status offenses (runaways and truants), and Corrections assuming supervision of youth with delinquency offenses. This new division of cases allows truants and runaways to be treated using the social service approach they need, and delinquent youth to be served under a consistent, evidenced based model that emphasizes assessment, supervision, treatment, community based programming, and accountability.



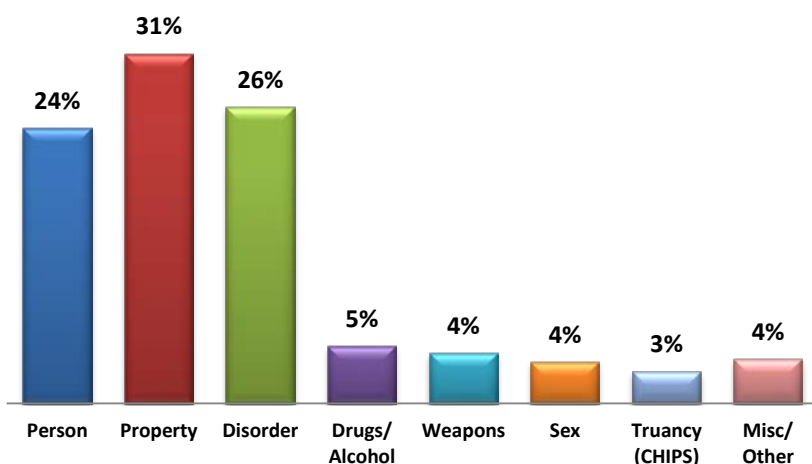
Over the past five years, there has been an increase in the percent of youth served who are Black or African American (50% in 2010 versus 57% in 2014).

In 2014, **2,002** probation cases were served by Corrections. The next two charts break down these cases by the level and type of offense.



Type of Offense for 2014 Probation Cases

(n=2,002)



Person offenses include Assault, Domestic Assault, Robbery, and Terroristic Threats.

Property offenses include Theft, Burglary, Criminal Damage to Property, and Receiving/Possessing Stolen Property.

Disorder offenses include Disorderly Conduct, Riot, Fleeing Police, and False Info to Police, Obstructing the Legal Process, Trespassing, and Crimes Committed for the Benefit of a Gang.

Sex offenses include Criminal Sexual Conduct and other sex related offenses.

Misc. /Other offenses include Curfew, Traffic, and Juvenile Runaway (CHIPS).

Juvenile Detention Center (JDC)

The Juvenile Detention Center (JDC) is a branch of the Juvenile Services Division. At the end of 2011, JDC reduced its licensed capacity from 86 beds to 44 beds due to the reduction in staff based on the consistently low number of admissions.

Detention Program at JDC

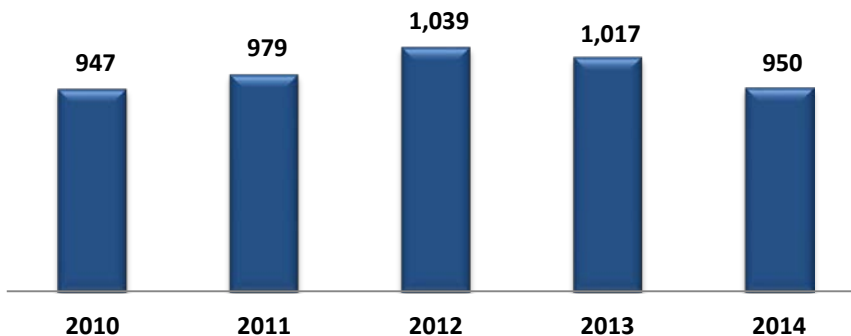
The Detention Program provides a safe, secure, structured setting for juveniles who are alleged to have committed crimes and who might endanger themselves or others, or for whom the Court has issued a warrant. These residents are detained under the authority of law enforcement, probation, or the Juvenile Court.

They are held pending release to their parents, an initial court hearing, a court-ordered placement, a trial, certification to stand trial as an adult, or a disposition (sentencing) hearing. While residing at JDC, juveniles are provided needed medical services, short-term counseling, educational programming, spiritual services, and recreational activities.



Living Unit at JDC

JDC Admissions: Five Year Trend



In 2014, 950 youth were admitted into the detention program. Youth who are 14 or younger constitute approximately 25% of all JDC admissions.

All graphs reflect only the "Detention program". JDC previously housed the Girls' Work Program and Radius through 2010, and Quest through 2011. In accordance with evidence-based practices, JDC became a detention-only facility in 2012.

Juvenile Detention Alternatives Initiative (JDAI):

Based on Juvenile Detention Alternatives Initiative (JDAI) principles, JDC has worked hard to become a detention-only facility and phased out or moved treatment and other programming out of the facility. Previously JDC not only housed the detention program but also programs like Quest, Radius and Girls' Work Program. Following Evidence Based

Practices and research about the dangers of detention, JDC became a detention-only facility in 2012. In addition, the JDC has been focusing on improving the mental health services offered to the youth in the facility. Some of the specific improvements include:

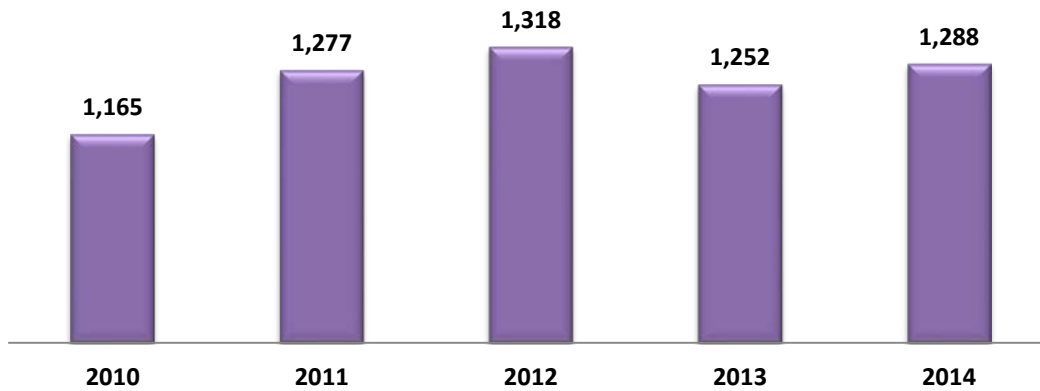
- Hiring a full time Mental Health Practitioner
- Changing the admission screening process to address victimization issues
- Increasing staff training in mental health, crisis counseling and trauma

An aspect of JDAI is the condition of confinement process. JDC was inspected by a team of trained professionals from Dakota County. As a result of this inspection, JDC increased its mental health services for residents. A Crisis Intervention Program for residents in need was developed, and staff have been trained and mentored to deliver mental health services to residents.

In January 2008, JDC started using a new admissions tool, the *Risk Assessment Instrument* (RAI), to objectively identify youth that should be held in the detention center versus those that can be appropriately served and monitored in the community. The implementation of JDAI, the utilization of the RAI, shifting demographics and an overall reduction in the juvenile crime rate have contributed to a dramatic decrease in the number of youth served over the past five years.

The RAI is an objective screening tool used to determine if an arrested juvenile should be detained at JDC, released to an Alternative to Detention (ATD), or released to a parent or guardian. The RAI instrument can be best described as a success for the Juvenile Justice System, the community and Ramsey County juveniles. It has had a major impact on the JDC, where at least three living units have been closed on a regular basis due to large decreases in the average daily population. Significant budget savings have also been realized. It has improved conditions of confinement by decreasing the average daily population (ADP) at the facility by over 65 percent from 2005 through 2012. It has resulted in the elimination of double-bunking of residents in rooms designed for one resident and has improved mental health services and health care services.

RAI's Completed 2010-2014



RAI Scores by Outcomes

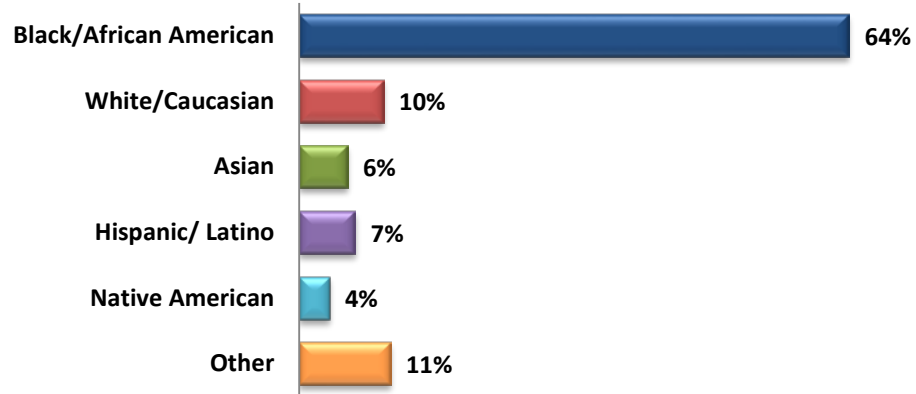
A youth's outcome is based on his/her RAI score (unless there is an override):

- 0-9: Release to parent/guardian
- 10-14: 36 hour Alternative to Detention (ATD)
- 15+: Detained

Juvenile Detention Center Profile 2014

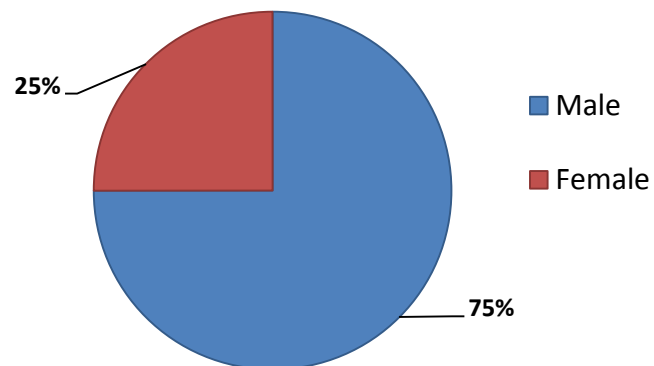
JDC Admissions in 2014 by Race

(n=950)



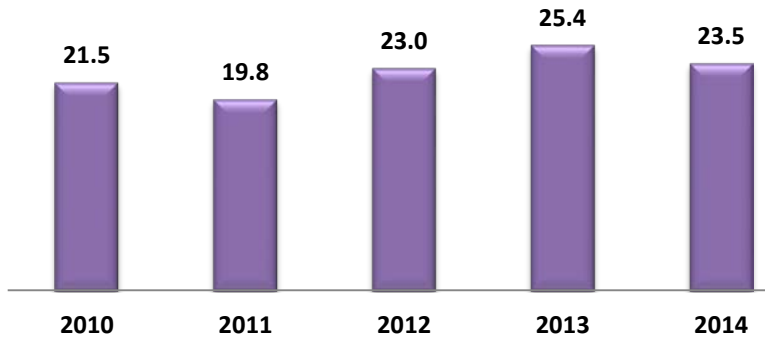
JDC Admissions in 2014 by Gender

(n=950)



The average age at the time of admission was 16.0 years old for males, and 15.8 years old for females.

JDC Average Daily Population: Five Year Trend



There has been a slight increase in the average daily population at JDC from 2012 to 2014, compared with previous years.

Black or African American youth made up 64% of the youth admitted into the JDC and 14% of the county's population ages 10-21.

White/Caucasian youth made up 10% of youth admitted into the JDC and 53% of the county's population ages 10-21.

Hispanic/Latino youth made up 7% of youth admitted into the JDC and 9% of the county's population ages 10-21 (this ethnicity overlaps with other races).

Asian youth made up 6% of youth admitted into the JDC and 18% of the county's population ages 10-21.

Native American youth made up 4% of youth admitted into the JDC and 1% of the county's population ages 10-21.

Youth of other races made up 11% of youth admitted into the JDC and 5% of the county's population ages 10-21.

While overall admissions into the detention program have decreased for all races, African-American/Black youth continue to be admitted at a higher rate than their counterparts.

Note: County population figures are the U.S. Census Bureau 2010 Census.

Boys Totem Town (BTT)



Boys Totem Town (BTT) has been serving the Ramsey County community for over 100 years. It is a correctional residential treatment facility with a capacity for up to 36 males who have been court ordered to treatment for demonstrating risky behavioral concerns in the community. The facility is located in the Battle Creek area of St. Paul.

BTT's mission is to facilitate community safety through risk reduction and positive youth development by:

- Providing specialized Evidence Based services to youth residing at BTT to address their criminogenic needs.
- Empowering the families to prevent future out of home placements by creating safe transitions back to the community for youth and their families.

The program at Boys Totem Town provides a continuum of residential, after care, and day treatment services. These services are offered in a safe and stable milieu, and the juveniles are supported to work on their dynamic risk factors and develop significant protective assets to lead healthy lives in the community. The treatment broadly encompasses the aspects of risk assessment, strength identification, culturally responsive programming, counseling and family therapy.

The following program options are provided based on a youth's level of risk and developmental factors:

- Therapeutic Assessment Program (60-90 Days)
- Regular Program (4-9 months including after care)
- Extended Length Program (9-12 months including after care)

General admission criteria for the Boys Totem Town Residential program:

- Court ordered to BTT placement
- 15-19 years old
- Score of medium/high risk on YLS/CMI (risk assessment tool)
- Could potentially be a probation rule violator
- Cannot reside in their home, in a foster home or in a group home for public safety reasons

Boys Totem Town has three residential units to accommodate juveniles of various age categories (15 to 19 years), risks, mental health concerns, and maturity levels. BTT has a diverse and qualified team of professionals to provide treatment and programming services to the juveniles. The BTT treatment team is comprised of the Treatment Director, Program Supervisor, Case Workers, Therapists, Psychiatric Care staff, Programming Specialists and Mentors.

Boys Totem Town provides the following support and treatment:

- Mental health therapy provided by licensed or license eligible practitioners.
- Case management services
- Comprehensive risk assessments
- Psychosocial evaluations
- Family engagement and family therapy
- On-site schooling is provided by the Saint Paul Public School staff
- Culturally responsive programming that considers the cultural characteristics of the clients and their families
- Psychiatric consult and medication management
- Trauma Focused Cognitive Behavior Therapy (CBT) programming
- Cognitive Behavior Training programming
- Chemical Dependency assessments and treatment options
- On-site employment training and job search support
- Training programs for the staff tailored towards evidence based practice

BTT utilizes the following Quality Assurance measures to ensure the effectiveness of its services:

- Client Satisfaction Surveys
- Parent Satisfaction Surveys
- Referral Agents' Surveys
- Recidivism data, as provided by the Research and Evaluation Unit
- Out of Home Placement data, as provided by the Research and Evaluation Unit
- School Testing Scores
- Correctional Institutions Environment Scale

Needs Assessments and Mental Health Screening

BTT professional staff, in collaboration with the client, family, and supervising agent, conducts a Needs Assessment for each client and develops a plan of action. Needs assessments include the areas of family functioning, peer relations, school, learning styles, hygiene, intellectual ability, learning disabilities, behavioral problems, physical health and mental health. Such assessments help the treatment providers to design appropriate plans of care and treatment interventions for the clients. The following is a summary of services available to youth and their families at BTT:

- **Individual, Group, and Family Therapy:** BTT has a diverse team of therapists who provide clinical services to the clients based on the logic model.
- **Medical Assessment and Related Care:** BTT has nursing staff and a psychiatrist who monitor the medication and other medical needs of the clients.
- **Strength-based Case Management:** Staff at BTT have been trained appropriately to identify various components that emerge in a youth's risk assessment. An area of the assessment may indicate reason for concern, while another may provide structure and safety to facilitate positive growth. As a result, protective factors and strengths are identified and developed in the case management process at BTT to reduce a client's resistance to change.
- **Chemical Dependency Treatment:** The Chemical Dependency program is licensed and managed by 180 Degrees, a community-based provider, and uses a harm reduction model. Residents begin to better understand signals that make them susceptible to further chemical use. Residents develop a sobriety plan and learn skills to become successfully sober. Rule 25 assessments are coordinated at the facility.
- **Family Involvement:** The more active a role parents play in an intervention from its inception, the greater their sense of empowerment and accountability both during and after the intervention. BTT begins the process of forming a partnership with family members and caretakers the first day the client walks into the facility. Family therapy occurs at a minimum of once a week.
- **Culturally Diverse Clinical Team:** BTT has providers who have competence to work with African-American and Hmong clients. The program is looking at adding Spanish-speaking therapists to its team. BTT therapists also use certified interpreters on a regular basis to provide services to families whose first language is not English.

- **Culturally Responsive Programming Partnerships:** BTT partners with culturally responsive agencies who provide services to youth in the facility and assist with connections back to the community when youth are returned.

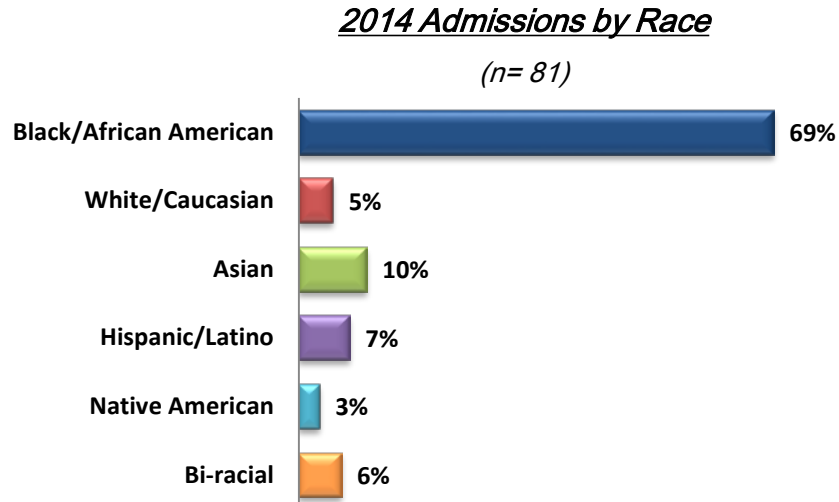
Quest Program

The Quest Program of Boys Totem Town is an outpatient sexuality specific treatment program for the adolescent males and females. The program provides individual, family, and group education therapy to the youth who have manifested sexually harming behaviors in the community. Based on the individual risk assessments, safety plans are developed and the youth participate in weekly sessions. The usual length of the program is six to eight months. The program also offers a 12-week psycho-educational group on healthy sexual boundaries.

In 2014, the Quest Program served 15 clients. Services included safety planning, individual therapy, family therapy, and healthy sexual boundaries groups.

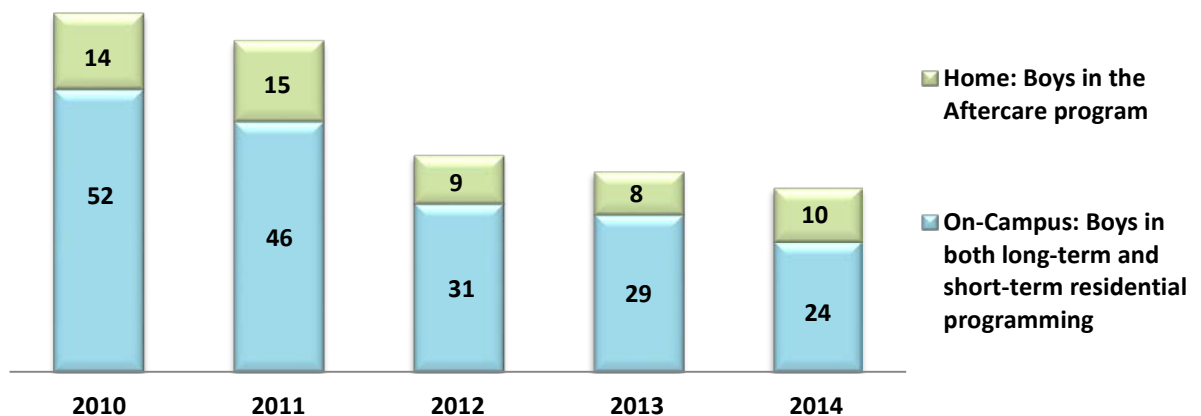
Boys Totem Town Profile 2014

In 2014, BTT served **123** boys. **81** boys were admitted in 2014. The charts below break down 2014 admissions by race, age, and supervising authority.



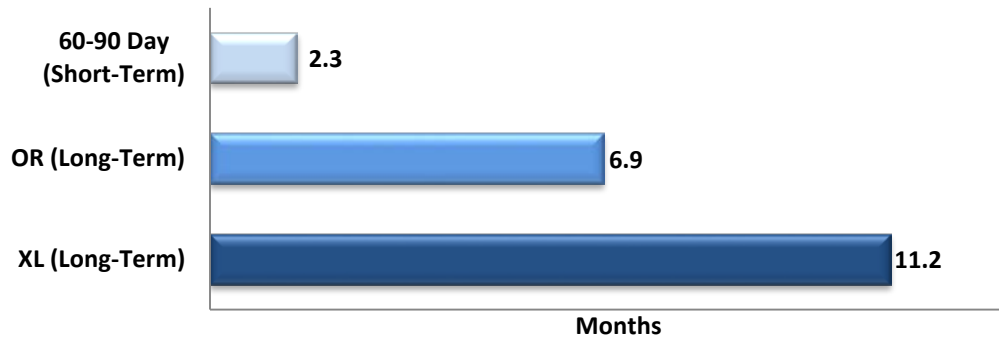
Since 2010, the on-campus BTT average daily population has dropped by over 54%.

Average Daily Population: Five Year Trend (All Programs)



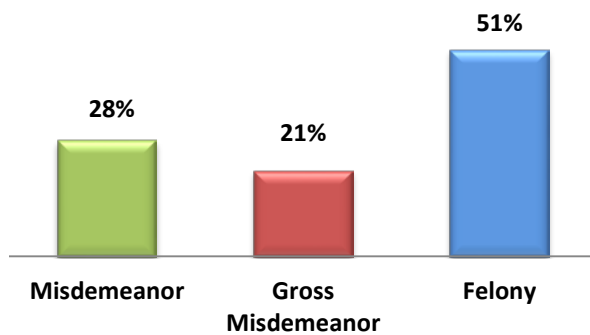
The chart below depicts the average length of stay on campus (in months) for youth that completed programming in 2014. Not surprisingly, youth in the long-term programs had longer lengths of stay than the short-term program.

2014 Average Length of Stay by Program



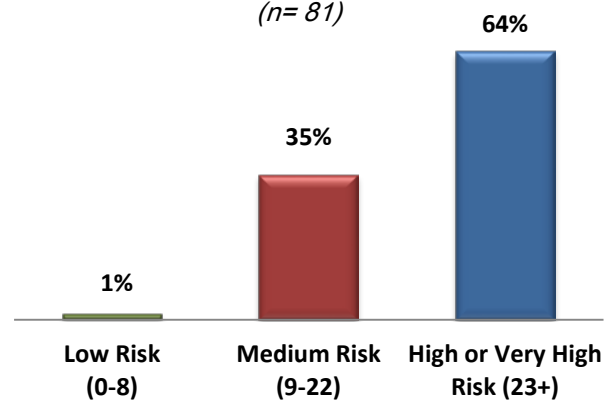
2014 Admissions by Offense Level

(n= 81)



2014 Admissions by Risk Level

(n= 81)



V. Strategic Plan and Outcome Measures

Overview

Vision

Integrity. Accountability. Innovation. Changing the future one life at a time.

Overview

Mission

Building safe and healthy communities through interventions that promote personal change and accountability.

Ramsey County Community Corrections (RCCC) provides probation and parole supervision services for adults, juveniles, and families. These services are in cooperation and collaboration with justice partners and community based organizations. The Department operates three divisions (Adult Division, Ramsey County Correctional Facility (RCCF), and Juvenile Services) that work with a variety of justice involved populations. The primary operation of RCCC is to promote public safety through strategies that balance risk control and risk reduction. The Department promotes public safety through risk reduction and risk control strategies. The Department's strategic plan and goals focus on the following overarching goal:

- I. Strengthen individual, family and community health, safety and well-being:**
 - Promote desistence from criminal activities through implementation of Evidence Based Practices
 - Build a workforce that is responsive to offenders

II. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty:

- Reduce racial disparities in Community Corrections and work collaboratively with others in the criminal justice system to reduce disparities
- Increase access to services for special need populations

III. Enhance access to opportunity and mobility for all residents and businesses:

- Collaborate with organizations and educational institutions to increase access to education, employment and opportunities for offenders so that they can become law abiding.

IV. Model forward-thinking investment, fiscal accountability and transparency:

- Promote community alternatives to incarceration that promote public safety and create cost effective supervision options
- Maintain safe and secure institutions and field locations for our staff, inmates, clients and residents

In 2016 and 2017, Ramsey County Community Corrections will continue to focus on the delivery of quality correctional programming. Measurement of services and results is essential to the Department in planning and adjusting programming to be more effective in addressing the issues presented by individuals involved in the Criminal Justice System. This includes the implementation of risk assessment strategies for offenders; the provision to inmates of mental health services and skills training necessary to successfully transition back into the community; the training of Correctional Staff throughout the Department in Evidence Based Practices and quality assurance activities. Critical to this work is the direct response to disparities by the Juvenile Services Division through the Juvenile Detention Alternative Initiative and the Adult Division through the Criminal Justice Coordinating Council. All this work rests on a skilled, diverse workforce requiring the Department to ensure hiring, training, and promotion practices are effective. The Department will continue to move the Effective Supervision Practice (ESP) model forward with staff, supervisors and managers. These issues inform our Comprehensive Plan.

In particular, the next few years present an enormous challenge for our Juvenile Division and, supporting that division, Administrative Services. Juvenile Services will be the focus of the Department energy and effort as multiple planning processes are underway addressing the juvenile service continuum. These efforts are outlined below.

Juvenile Services Redesign:

The Juvenile Division is engaged in a significant review and redesign of services. The Division is focusing on the implementation and application of fundamental juvenile practices, ensuring that best practices in juvenile interventions and services are implemented consistently and appropriately documented. This includes placement services, assessment, case planning and regular review of case plans. In our two institutions the focus is on the safety of staff and youth.

In addition to the work within the Juvenile Division, there are several efforts the Division, the County and other community partners are involved in planning for the future of youth in Ramsey County. These include:

Early Intervention Planning:

This planning process is organized by the Ramsey County Attorney's Office and funded by the Bush Foundation. It is exploring early intervention services across multiple sectors. This effort involves the Community Human Services Department, the Public Health Department, Community Corrections, the County Attorney, the Saint Paul Public Schools and the Wilder Foundation. The group is looking at strategies for early intervention across the systems.

Juvenile Services Continuum Planning:

This work, led by the County Manager's Office is looking at the services and needs of juveniles and what community resources are available to meet their needs. The focus is on the range of services needed by youth and families and not focused only on early intervention. This effort involves the Community Human Services Department, Community Corrections, Public Health, WorkForce Solutions, community members, community agencies and other leaders.

Casey Deep End:

The Community Corrections Department is exploring interventions with the assistance of the Casey Family Foundation for youth who are in need of significant interventions to address their issues.

Boys Totem Town/Hennepin Home School:

The Community Corrections Department is engaged with Hennepin County, with support from the County Manager's Office in exploring the feasibility of a new juvenile residential facility that would replace Boys Totem Town and the Hennepin County Home School. This effort is complex and significant. The Department is participating in committees addressing issues including governance, labor relations, programming and siting for a potential new facility.

The focus of the Department's efforts will be to plan a continuum of services that will meet the needs of youth and their families. These services should reduce the involvement of youth in the justice system and provide appropriate services for youth who are involved. The participation of community members, community providers, our justice system partners and Ramsey County Departments will be critical in determining appropriate solutions.

Goals and Strategies

I. Strengthen individual, family and community health, safety and well-being.

Strategy: Promote Desistance from Criminal Activities through the Implementation of Evidence Based Practices

Balancing community safety with opportunities for individuals in the criminal justice system to live crime free lives is the fundamental purpose of community corrections. The Adult Division and Juvenile Services Division focus on opportunity and accountability simultaneously. Youth and clients demonstrate positive change by developing competencies through interventions that address their criminogenic risks, build on their strengths, and increase their stability. At the same time, juveniles and offenders are held accountable for their behavior and for complying with the court conditions of their probation.

Department-wide

- Improve Department's ability to measure and use information through increased review of recidivism information and additional information on youth and clients.
- Develop a strategy for capturing information about juvenile and offender participation in programs in order to understand the services received and the outcomes achieved.

- Assist the Juvenile Division in assessing the needs of youth in out of home placement to determine the appropriate population and services needed for a new juvenile facility.

Adult Probation Division

- Evaluate the delivery of services to specific populations and restructure services as necessary to improve effectiveness.

Juvenile Division

- Use recidivism information for juvenile offenders, looking at the effectiveness of Community Correction's response to juveniles and adjust strategies.
- Participate in the County Attorney's Planning effort explore early intervention services for juveniles and coordinate to develop needed services with St. Paul Public Schools, the Public Health Department, and Community Human Services.
- Coordinate with the County Manager's Office, Ramsey County Human Services, Justice System partners and community partners to ensure that a comprehensive network of services is available to meet the needs of youth in the Juvenile Justice System.

Strategy: Indicators

Assessment Accuracy

	2010	2011	2012	2013	2014
% of Probation Officers accurately scoring the adult assessment (LS/CMI)	82%	82%	82%	80%	90%

Assessments Completed

	2010	2011	2012	2013	2014
number of LS/CMI completed	3,230	3,688	3,510	3,116	3,516
number of YLS/CMI completed	481	436	355	468	497

Comments: The Department tracks assessment accuracy and completion because case assignment by risk level is critical to appropriate supervision and to targeting intervention strategies.

Cognitive Behavioral Change Programs- T4C, FFT, ART

	2010	2011	2012	2013	2014
number of juvenile offenders referred*	289	283	230	250	190
% of juvenile offenders successfully completing programming	72%	68%	73%	67%	74%
number of adult offenders referred**	1,522	1,436	1,742	1,618	1,528
% of adult offenders successfully completing programming	91%	90%	91%	88%	86%

*Juvenile includes ART, FFT, T4C, and Cognitive Skills condition codes in CSTS.

**Adult includes Cognitive Skills and Driving with Care condition codes in CSTS.

Comments: Cognitive interventions provide opportunities for youth and offenders to address criminogenic risks.

Recidivism

	2010	2011	2012	2013	2014
% of adult offenders who did not reoffend during their first year of probation	88%	88%	89%	85%	82%
% of <u>low risk</u> offenders who did not reoffend during their first year of probation	92%	93%	93%	91%	89%
% of <u>high risk</u> offenders who did not reoffend during their first year of probation	74%	76%	81%	77%	67%
	2010	2011	2012	2013	2014
% of juveniles who did not reoffend during their first year of probation	NA	NA	67%	75%	67%
% of <u>low risk</u> juveniles who did not reoffend during their first year of probation	NA	NA	75%	84%	75%
% of <u>high risk</u> juveniles who did not reoffend during their first year of probation	NA	NA	63%	72%	64%

Comments: The risk principle is a strong predictor of recidivism and the Department is able to differentiate between offenders who are more or less likely to reoffend. The Department is tracking changes in the recidivism rate, particularly in the Adult Division and will be looking at reasons for these changes.

Alternatives to Detention (ATD) Programming

	2010	2011	2012	2013	2014
number of youth participating in Community Coaches	68	86	84	109	132
number of youth participating in the Weekend Learning Center (WLC)	NA	96	287	171	155
number of youth participating in the Evening Learning Center	121	103	105	73	72
% of youth successfully completing community-based alternatives to detention	68%	70%	67%	70%	59%
% of youth with no new offenses while active with community-based alternatives to detention	96%	97%	94%	92%	95%

Comments: The use of community programs provides alternatives to the unnecessary incarceration of youth. The Department is collaborating with other County Departments and community partners to plan a more robust continuum of care to keep youth in the community.

Probation Violations

	2010	2011	2012	2013	2014
number of juveniles with PVs	261	297	289	309	265
number of adults with PVs	3,202	2,785	2,243	2,278	2,153

Comments: The Department is working to create alternatives to create a graduated continuum of responses for misconduct for juveniles and adults and to ensure that responses to misconduct are consistent for offenders.

Training

	2010	2011	2012	2013	2014
number of staff trained in LS/CMI, YLS/CMI	205	169 (Adult) 77(Juv)	169 (Adult) 77(Juv)	192	123
number of staff that became EBP Trainers	3	17	21	20	16
number of staff trained as Cognitive Behavioral Facilitators	59	59	70	18	28

Comments: The Department has focused on the skill development of staff to increase the ability to deliver evidence based practices including motivational interviewing, cognitive behavioral curricula, and assessments.

Special Projects

Assessment Instruments

In 2014 and 2015, the Department partnered with Professional Data Analysts, Inc. to norm the LS/CMI and the YLS/CMI. This process provided revised, more predictive cut-off scores for the Department to consider. In addition, the Department took a more in-depth look at the screening process for both adult and juvenile offenders.

PRC work

In 2008, the Department created the Probation Reporting Center (PRC) as a proactive, low-contact supervision strategy for low-risk probation clients. The Department as well as other stakeholders have been interested in the effectiveness of the PRC with a specific focus on recidivism. An analysis and report was generated by Professional Data Analysts, Inc. to identify which client characteristics were associated with the highest rates of recidivism specifically in PRC Tiers 2 and 3. These characteristics are being examined to see if changes can or should be made to case assignments made to Tiers 2 and 3.

Strategy: Build a Workplace that is Responsive to Offenders

To effectively meet the needs of offenders, staff must develop a set of skills that creates the motivation to change.

Department-wide

- Implement the performance appraisal process that focuses on the development and supervision of evidence-based practices for field staff in the Juvenile Division in 2016 gather feedback, and revise as needed.
- Pilot the supervisory performance appraisal developed to focus on the supervisor's role in EBP implementation in the Adult Division in 2016.
- Develop a dashboard for staff and supervisors that will facilitate tracking case activity.
- Effective Supervision Practices (ESP) will be fully implemented in 2016 and 2017 with supervisors engaged in coaching and team building.
- Evaluate the effectiveness of the ESP training model by reviewing recidivism rates for participating and non-participating agents.
- Identify resources and deliver training on secondary trauma for probation staff.

Juvenile Services Division

- Provide crisis response training to staff in the Juvenile Services Division.
- Assess the staffing needs of our juvenile institutions; revise job descriptions and skill requirements for staff as appropriate.

Strategy: Indicators

Motivational Interviewing

	2010	2011	2012	2013	2014
number of staff trained in MI	100	226	226	99	119

Comments: Motivational interviewing is a key component of responsivity for offenders.

Volunteers

	2010	2011	2012	2013	2014
number of volunteers	263	247	154	251	227
number of volunteer hours	25,807	20,201	14,626	14,335	14,180

Comments: Volunteers augment staff capacity to meet offender needs and create connections to the community.

Special Projects

Performance Appraisals

The Department is developing a performance appraisal process that holds staff and supervisors accountable for the implementation of Evidence Based Practices (EBP). The appraisal process reduces bias in performance appraisals by focusing on observable standards of performance. It clarifies the role of the supervisor in ensuring that their staff are conducting assessments in accordance with Department standards, developing or improving their skills in EBP, and meeting core supervision requirements. Supervisors will conduct case audits and observe offender-staff interactions as a part of the appraisal process. The new appraisals were piloted in the Adult Division. The Juvenile Division will be

piloting an evaluation by the end of 2016 for field supervision units. The Adult Division is planning on piloting a supervisor performance appraisal in 2016 and will develop customized performance appraisals for specialty units.

Effective Supervision Practices (ESP)

The Department has fully implemented ESP. Contained in this model are correctional principles and practices that have been shown through the research and literature to be effective at building effective working alliances with clients and reducing recidivism, including Motivational Interviewing (MI), Risk-Need Responsivity (RNR), cognitive behavioral coaching (CBC), role clarification, relapse prevention, and functional analysis. The Ramsey County model, developed in conjunction with the consulting firm Justice System Assessment and Training (J-SAT), serves to help correctional agents effectively align, translate, implement, and integrate these principles into their daily practice of client supervision. Accomplishments for the Practice Model include:

- Development of tracking and coaching tools that translate the 33 elements of the Practice Model into observable behavioral standards.
- Active, successful communities of practice to support current and future peer learning at staff and supervisory levels.
- Continuous strength-based feedback to agents in the form of formal coaching, supervisory support, and peer support.
- Successful engagement by supervisors, which accelerated staff moving into the research phase (or graduated phase) by meeting standards more quickly.
- The creation of multi-level managerial, supervisory, and staff enrichments to discuss and address barriers to the Practice Model implementation.

II. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

Strategy: Reduce Racial Disparities in Community Corrections and Work Collaboratively with Others in the Criminal Justice System to Reduce Disparities

Identify and address the differential impact of the criminal justice on individuals from diverse cultures requires a Department as well as a Criminal Justice System response.

Department-wide

- Collaborate with the Criminal Justice Coordinating Council to address disparities in the adult criminal justice system.
- Encourage staff participation in county training on racial and cultural competency to increase staff understanding and responsiveness.

Adult Division

- Ensure that Adult Probation responds consistently to offenders by establishing an ongoing monitoring process for the Response to Offender Misconduct Project.
- Work with the Courts to increase Probation Officer support to the Specialty Courts including the new Veteran's Court in 2016.

Juvenile Services Division

- Monitor the implementation of the Juvenile Detention Alternatives Initiative (JDAI) by exploring additional options for diverting youth and review the effectiveness of existing interventions.
- Participate in the Juvenile Services planning with partners in the Justice System and Social Services. Ensure the availability of community resources that meet the needs of youth from diverse communities.

Strategy: Indicators

Cultural Competency

	2010	2011	2012	2013	2014
number of staff that completed at least one cultural competency training	115	160	160	149	482
% of Correctional Officer candidates of color hired	NA	NA	33%	23%	50%

Comments: Cultural competency is a critical element of responsiveness and the RCCC is committed to increasing the staff effectiveness with communities of color.

JDAI/RAI

	2010	2011	2012	2013	2014
number of Risk Assessment Instruments (RAI) completed	1,165	1,277	1,318	1,252	1,288
number of youth admitted to detention	947	976	1,039	1,017	950
% of youth of color admitted to detention	85%	89%	85%	88%	90%
number of youth placed in community alternatives to detention	192	320	483	413	425

Comments: The Juvenile Detention Alternatives Project has seen significant reductions in the utilization of the JDC and increased use of community alternatives. In 2006, there were

over 3,000 youth admitted to the JDC. In 2014, this number was reduced to 1,288. Reducing unnecessary incarceration of juveniles is consistent with best practice.

Special Projects

In 2014, the Department piloted a new hiring process that provided hiring supervisors and managers with a larger and more diverse list of eligible candidates. This new process, called banding under the Civil Service rules, was used at RCCF for Correctional Officers. In 2015, the Department piloted this hiring with the Probation Officer and Assistant Probation Officer positions. While significantly more administrative work for the Department to manage, the opportunity created is positive and results in a more open and equitable hiring process; and ultimately a workforce that is more reflective of our community.

III. Enhance access to opportunity and mobility for all residents and businesses.

Strategy: Collaborate with organizations and educational institutions to increase access to education, employment and opportunities for offenders so that they can become law abiding.

Outcome Statement:

Building opportunities for youth and adults through education, employment and community resources supports their ability to live prosocial lives.

Strategies: Adult Probation Division

- Explore increased opportunities for Sentence to Service options for adults on probation.

Strategies: RCCF

- Partner with Century College to develop an Inventory Management, Laundry and Housekeeping skills training course.
- Transition services will increase their focus on offender employment so that individuals can successfully transition back into the community.

- Establish a workforce center in conjunction with Ramsey County WorkForce Solutions to instruct inmates how to use employment websites, apply for jobs on-line, and to introduce them to other employment resources in the community.

Strategies: Indicators

	2010	2011	2012	2013	2014
number of inmates successfully completing the Culinary Skills Program and Nursery Program	NA	NA	NA	9	34
number of inmates employed after completion of Culinary Skills Program and Nursery Program	NA	NA	NA	8	20
number of individuals who received transition services at RCCF	NA	NA	NA	328	492
% of youth successfully completing the Work Readiness Program	NA	61%	61%	62%	66%

Comments: Engagement in the workforce is important in creating the opportunity for offenders to live prosocial lives.

IV. Model forward-thinking investment, fiscal accountability and transparency.

Strategy: Promote Community Alternative to Incarceration that Promote Public Safety and Create Cost-Effective Supervision Options

Outcome Statement:

Incarceration is an expensive and potentially ineffective strategy for motivating offenders to desist from criminal activities. Reducing the disruptive impact of incarceration, working to provide community options for youth and adults, and having a continuum of responses based on the behaviors and risk of offenders is critical for an effective criminal justice system.

Strategies: Department-wide

- Continue to implement the use of the Correctional Program Checklist (CPC) to assure the quality of contracted services.
- Coordinate the multi-county/Department of Corrections effort to share evaluations and results of the CPC.

Strategies: Adult Probation Division

- Implement community alternatives for adult offenders that address misconduct while ensuring community safety.

Strategies: Juvenile Services Division

- Identify and address the overall service gaps in the Juvenile Probation service continuum that will reduce unnecessary reliance upon out of home placement.

Strategies: Indicators

Correctional Program Checklist (CPC)

	2011	2012	2013	2014
number of staff trained in the Correctional Program Checklist (CPC)	NA	NA	NA	6
number of site visits/assessments completed*	NA	NA	NA	NA

*Site visits began in 2015.

Alternatives to Detention (ATD) Programming

	2010	2011	2012	2013	2014
number of youth participating in Community Coaches	68	86	84	109	132
number of youth participating in the Weekend Learning Center (WLC)	NA	96	287	171	155
number of youth participating in the Evening Learning Center	121	103	105	73	72
% of youth successfully completing community-based alternatives to detention	68%	70%	67%	70%	59%
% of youth with no new offenses while active with community-based alternatives to detention	96%	97%	94%	92%	95%

Comments: The use of community programs provides alternatives to the unnecessary incarceration of youth. The Department is in the process of building a more robust continuum of care to keep youth in the community.

Probation Violations

	010	2011	2012	2013	2014
number of juveniles with PVs	261	297	289	309	265
number of adults with PVs	3,202	2,785	2,243	2,278	2,153

Comments: The Department is working to create alternatives to create a graduated continuum of responses for misconduct for juveniles and adults and to ensure that responses to misconduct are consistent for offenders.

Special Projects

As noted earlier in the document, the Department is engaged a significant redesign of Juvenile Services. In addition, the Department is working with community partners and other agencies and departments to focus on specific areas of the service continuum for youth. These efforts include:

- Early Intervention Planning
- Juvenile Services Continuum
- Casey Deep End
- Boys Totem Town and Hennepin County Home School development

All of these efforts will involve considerable time and effort from the Juvenile Services Division as well as support from the Evaluation Unit.

Strategy: Maintain Safe and Secure Institutions and Field Locations for Staff, Inmates, Offenders, and Residents

Ensuring that our institutions and field locations are safe for our staff, offenders, and the individuals who are incarcerated or residents is essential.

Department-wide

- Fully implement the Prison Rape Elimination Act (PREA) by establishing a uniform data collection system for Ramsey County, establishing policies, training staff in PREA policies, establishing strategies for offenders to be informed and report alleged incidents, and training individuals who can respond to and investigate allegations of sexual harassment and sexual misconduct.
- Continue to provide training to Adult Division and Juvenile Probation staff related to field safety.

Juvenile Services Division

- Develop and recommend to the Ramsey County Board of Commissioners a plan for Boys Totem Town including whether a combined facility with Hennepin County is feasible. Include recommendations regarding the location of the facility, governance model, labor relations issues, population to be served and programming.

Strategy: Indicators

PREA

	2010	2011	2012	2013	2014
number of staff trained as first responders	NA	NA	NA	NA	4
number of investigations	NA	NA	NA	20	74

Safety

	2010	2011	2012	2013	2014
number of Employees Receiving Safety Training	70	NA	270	481	320
number of first reports of injury from staff	NA	48	59	100	78
number of staff that became safety training officers and/or defensive tactics instructors	6	0	14	3	0