

Dakota County Community Corrections
Comprehensive Plan
2022-2025



DAKOTA COUNTY

COMMUNITY CORRECTIONS

2022-2025

Judicial Center
1560 Highway 55
Hastings, MN 55033
P: 651.438.8288
F: 651.438.8340

Western Service Center
14955 Galaxie Ave
Apple Valley, MN 55124
P: 952.891.7200
F: 952.891.7282

Juvenile Services Center
1600 Highway 55
Hastings, MN 55033
P: 651.438.8399
F: 651.438.4960

Northern Service Center
1 Mendota Rd W, Suite 510
West St Paul, MN 55118
P: 651.554.6060
F: 651.554.6070

dccc@co.dakota.mn.us

TABLE OF CONTENTS

DIRECTOR'S VISION.....	7
COMMUNITY CORRECTIONS MISSION STATEMENT AND VALUES.....	8
2020-2021 DEPARTMENT HIGHLIGHTS.....	9
2020-2021 DEPARTMENT INITIATIVES	13
DAKOTA COUNTY OVERVIEW.....	19
COUNTY STATEMENT OF ORGANIZATIONAL VALUE.....	24
DAKOTA COUNTY BOARD OF COMMISSIONERS.....	25
COUNTY ORGANIZATIONAL CHART	26
STATE VS. DAKOTA COUNTY COMPARISON	27
DAKOTA COUNTY CLIENT POPULATION	30
GIS CLIENT LOCATION MAP.....	32
COMMUNITY CORRECTIONS OVERVIEW	33
DEPARTMENT ORGANIZATIONAL CHARTS.....	34
PROFESSIONAL DEVELOPMENT.....	37
COMMUNITY CORRECTIONS PROGRAMS AND SERVICES	38
COMMUNITY CORRECTIONS SERVICES	39
ADULT SERVICES.....	39
JUVENILE SERVICES	48
2021 SUPERVISION AND PROGRAM FEE SCHEDULE.....	58
2022-2025 GOALS.....	59
2022-2025 STRATEGIES.....	61
STATE OUTCOME MEASURES.....	67
INFORMATION SYSTEMS	71
GRANTS, SUBSIDIES, REIMBURSEMENTS	73
CONTRACTS.....	76
BUDGET.....	80

DIRECTOR'S VISION

As Director, it is a great honor to present Dakota County's 2022-2025 Community Corrections Comprehensive Plan. This plan represents the continued dedication of Dakota County Community Corrections staff to meet the needs of clients and families.

Throughout the last plan period, the department faced unique challenges in providing quality service delivery and maintaining connections with clients. The COVID-19 pandemic brought innovation and a will to thrive as a department in the name of service delivery. As we adapted service models and processes to meet client and staff needs, we learned and continued to build upon our character and integrity as a department.

I am committed to staff well-being and will continue to focus on the health and wellness of Dakota County employees, as well as clients. The department continues to focus on Trauma Informed Care for our clients and continues to expand mental health supports and therapeutic programming whenever possible. Continued support to our staff throughout the pandemic was and will continue to be a focus for leadership.

A client satisfaction survey was conducted in the fall of 2020 to gauge how COVID specific service models were being received by clients. Incorporating virtual visits was the most globally used practice implemented during the pandemic. Virtual visits were used to provide therapy, chemical dependency treatment, and family visiting for youth placed in our Juvenile Services Center. Regular staff check-ins by our Virtual platforms have been utilized as a manner to keep safety and well-being at the forefront.

The population of Dakota County is changing rapidly seeing increased diversification and significant racial disparities. This creates a need for new, different, and improved service delivery methods with increased equity and inclusion. We will work to hire and retain a diverse workforce that mirrors not only the Dakota County community but the specific population we serve. We will continue to provide staff development and training specifically around bias and systemic racism. Community Corrections staff will seek input and feedback from community members and clients to inform our work and ensure equitable practices.

The staffing, safety, and unique needs of Juvenile Service Center (JSC) staff and residents throughout the pandemic has been a priority. Like many facilities, the JSC has been hit especially hard by the pandemic regarding staffing similar to many organizations and businesses across the country. The JSC has experienced an all-time high vacancy and turnover rate. These challenges, in addition to changes in service delivery methods, have caused us to look at future planning and work for the facility, its staff, and residents. The department will be analyzing best practices for youth and our physical structure in the coming years.

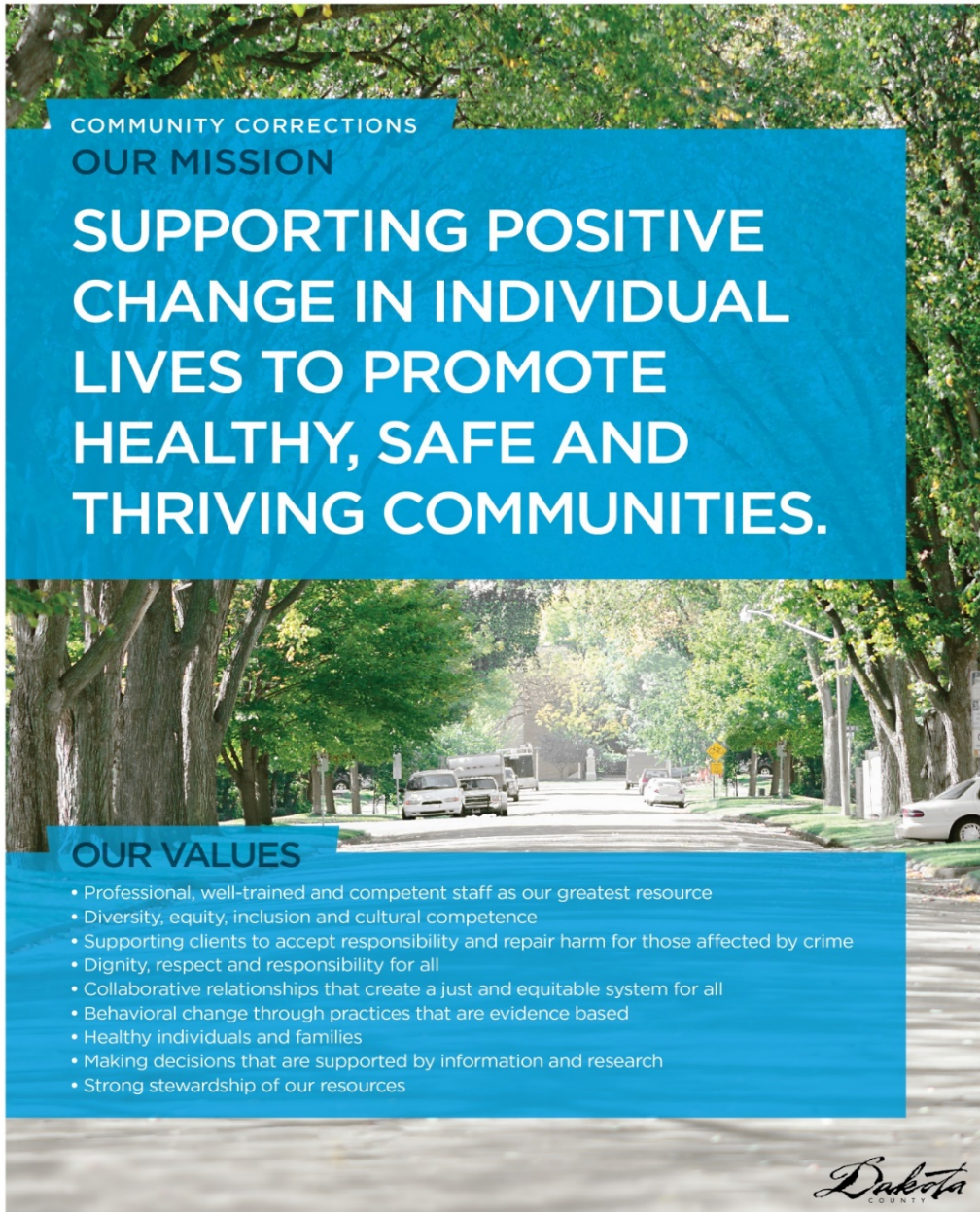
Clients surveyed in September 2020 indicated satisfaction with services and appreciation of virtual meetings and therapy because they eliminated traditional barriers such as unreliable transportation, employment conflicts, and the need for child-care. Results from the client satisfaction survey report that 72% of adults and 69% of youth state when in person visits resume, they would like to continue to meet with their probation officer virtually when possible. It is my vision moving forward, to incorporate what we have learned the last two years to ensure seamless service delivery and convenience for the clients and families we serve.

Finally, I am committed as the department director, to take action steps necessary to achieve system reform and eliminate probation practice that is not supported by research. These are challenging times but present us with an opportunity to forge ahead towards a future of equity, diversity, and inclusion.

Suwana Kirkland

Director

COMMUNITY CORRECTIONS MISSION STATEMENT AND VALUES




COMMUNITY CORRECTIONS
OUR MISSION

**SUPPORTING POSITIVE
CHANGE IN INDIVIDUAL
LIVES TO PROMOTE
HEALTHY, SAFE AND
THRIVING COMMUNITIES.**

OUR VALUES

- Professional, well-trained and competent staff as our greatest resource
- Diversity, equity, inclusion and cultural competence
- Supporting clients to accept responsibility and repair harm for those affected by crime
- Dignity, respect and responsibility for all
- Collaborative relationships that create a just and equitable system for all
- Behavioral change through practices that are evidence based
- Healthy individuals and families
- Making decisions that are supported by information and research
- Strong stewardship of our resources

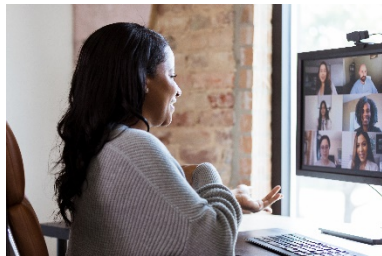


Dakota
COUNTY

2020-2021 DEPARTMENT HIGHLIGHTS

VIRTUAL VISITS The COVID-19 pandemic forced Community Corrections staff members to think and work differently, adapting old practices and creating new ones in order to maintain service levels and meet client and staff needs. Community Corrections worked effectively to adjust to continuously changing regulations and practice. Administrative Supervisors worked to leverage and implement technology options to incorporate into existing processes to make telework and virtual service provision a possibility while staff adapted to rapid change.

Virtual visits have been used to provide therapy, chemical dependency treatment, and family visiting for juveniles. Zoom licenses were also issued to Adult and Juvenile Probation Officers to facilitate



virtual meetings with their clients. Clients surveyed in September 2020 overwhelmingly indicated satisfaction with services and appreciation of virtual meetings and therapy because they eliminated traditional barriers such as unreliable transportation, employment conflicts, and the need for child-care. Client surveys were administered in the Fall 2020 to provide feedback on virtual and modified service provision throughout the pandemic which helped establish effective methods of service delivery for future work.

Results from the client satisfaction survey report that 72% of adults and 69% of youth state that when in person visits resume, they would like to continue to meet with their probation officer virtually when possible.

GENDER RESPONSIVE SUPERVISION In 2017, Dakota County Community Corrections transitioned to a gender specific model, matching female probation officers with female clients. Probation officers were trained in the use of the WRNA, Women's Risk Needs Assessment. The WRNA is a tool that has a focus on women's risk/needs as well as strengths. Examples of risk/needs the tool measures are relationships, parenting, and abuse/trauma. Examples of strengths include educational, parental involvement, family of origin support and self-efficacy.

The probation officers quickly identified a need for public health services for both clients and their children. A pilot project was started with collaboration from the Dakota County Public Health Department. Probation officers were trained on the services available to their clients via Public Health in September 2018. A referral process was established, and brochures and information were shared with probation officers to provide their clients. In addition, incentives were discussed for vaccinations, wellbeing checks and preterm pregnancy care.

CAREER SUCCESS The Career Success Program is a Community Services Division collaborative exposing youth ages 15-18 involved in Community Corrections and/or Social Services to a range of job-hunting skills and career options. Career Success also offers activities youth can document on job applications and discuss in job interviews. Community Corrections and Social Services staffs recruit

youth for this voluntary program, concentrating on those who have significant barriers to traditional education and employment success. Participants attend Career Success once per week for three-four hours of classroom work, skill building, site visits, and/or experiential learning. Each Career Success program lasts between six and eight weeks, depending on the curriculum.

JUVENILE RESIDENTIAL YOUTH PROGRAMMING Dakota County Juvenile Services Center and the New Chance Day Treatment Program continue to contract for **Yoga Calm and Mindfulness programming** that help youth manage their emotions. A review of mental health screenings of youth placed at the JSC suggested up to 80% of youth had experienced between one to five life threatening situations. Research has demonstrated the severe effects trauma imparts to our brains and bodies. Treatment of trauma includes “calming” the brain and body.

Contracted staff from MoveMindfully facilitates self-regulation groups once per week at the JSC and New Chance in the classroom and program areas of the campus. In each session, youth lead and participate in mindfulness activities, breathing exercises and yoga-based movement for self-regulation, focus, de-escalation, community connection, and overall wellbeing. Youth learn about their brain and nervous system and how chronic stress impacts both mind and body. Youth have been surveyed before and after participation in these sessions. Youth surveys completed found 84% of youth reporting improved moods after the sessions. Youth overwhelmingly report feeling “more relaxed and calm” after these groups, and describe using these strategies to help “calm down, fall asleep, to relax when upset or overwhelmed, to focus and prepare to exercise.” These practices allow youth to be more present to work on their treatment goals and avoid behavioral problems.



Dakota County Juvenile Services Center and the New Chance Day Treatment Program also provide **Smudging** opportunities for indigenous residents who have interest in doing so. This has been offered several times in the past where residents smudged with sage. Smudging is a tradition, common to many Native Americans, which involves the burning of one or more medicines gathered from the earth. The four sacred medicines used in First Nations' ceremonies are tobacco, sage, cedar and sweetgrass. Smudging is traditionally a ceremony for purifying or cleansing the soul of negative thoughts of a person or place ([Source](#)).

JUVENILE MENTOR PROGRAM In conjunction with the local non-profit, Mentor Minnesota, Dakota County Community Corrections (DCCC) is working to create a mentorship program for justice involved youth clients. This program is intended to fill a void for youth deeply involved in the criminal justice system who typically get excluded from more traditional mentorship programs. Each youth participant will be connected with a positive, pro-social adult mentor who will serve as a role model. The goal of the program is to expand, or in some cases, create the youth’s first positive support system. Mentor Minnesota has provided program development support steeped in best practice models through two separate grants. DCCC has been able to draw from the expertise and prior



experience of Mentor Minnesota in developing similar mentor programs. Probation Officers will identify clients who they feel would most benefit from the program. Dakota County and Mentor Minnesota have worked with the County Attorney's Office and Risk Management to create a well-defined policy and procedure manual as well as a comprehensive onboarding process for both mentors and mentees. To ensure the ongoing success of the program, ongoing support and oversight will be provided by the Department's Intern and Volunteer Coordinator.

PEER SUPPORT While compassion and empathy are believed to be necessary for building rapport to work with clients and victims of crime more effectively, research has consistently demonstrated that workers are impacted by their involvement with the traumatic experiences of those they serve. Showing compassion to clients, the very quality that makes workers most effective in their work also makes them most vulnerable to the impact of trauma exposure. Increased awareness of the impact of trauma exposure has also increased the awareness of the need to safeguard the emotional welfare for workers.

A team of 14 Community Corrections staff were trained in peer support from April 10-11, 2018 from Kirsten Lewis, M.Ed a Probation Officer in Maricopa County, Arizona. On September 29, 2021 the Peer Support Team attended a virtual suicide awareness training. Peer Support is a resource available to provide individual, one-to-one contact between a Peer Support team member and a worker in a confidential, non-judgmental environment to debrief and process personal experiences. The team consists of 18 trained staff. Peer Support is not a replacement or substitute for mental health services; however, the goal is to reduce stress, manage crises, and provide immediate, short-term assistance.

The Peer Support Team are staff specially trained in peer support services designed to support colleagues during challenging times. Peer Support is a fully confidential resource that provides an immediate intervention by offering company, expressing compassion, validating the experience, normalizing reactions to the event, trauma, or stress, and sharing coping strategies. Peer Support offers an opportunity to talk with a peer who does the job and can uniquely appreciate the impact of stressful events without judgement or the need to fix it.

RESEARCH AND EVALUATION Dakota County Community Corrections has a unit devoted to research, analysis, and reporting. The unit consists of two Program Analysts and a Sr. Program Analyst and throughout the year, compiles statistics for monthly, quarterly, and annual reporting for Department and Divisional senior management and responds to ad-hoc report requests from Supervisors and Management. Additionally, the staff implement data entry standards, collect data, and create reporting structure for major initiatives like the Practice Model and PbS audits, Jail Re-Entry Program, Out of Home Placement tracking and divisional reporting, department budgeting, and specialized and general recidivism reports. The analysts also address and monitor the integrity of the data systems by designing and reviewing numerous data entry audit reports.

SENTENCE TO SERVICE (STS) The COVID-19 pandemic has resulted in a number of adjustments within the Sentence to Service (STS) program. Due to the increased risk factors faced by the Dakota County Jail; the inmate STS crew has remained on suspension by order of Sheriff Leslie in order to protect the jail's population from the virus.

Court-ordered referrals to the community-based STS program have been impacted by the pandemic. Dakota County Community Corrections has only received approximately one-third of the STS referrals in 2021 as compared to pre-pandemic years.

In order to effectively minimize the COVID-19 risk factors, Dakota County Community Corrections has limited the number of STS work crew participants riding in the work crew vans to three per van. All STS participants are pre-screened to determine whether or not they have a valid driver's license. Those with a valid license are provided with the opportunity to follow the work crew van to the jobsite in their own vehicles.



STS Crew Leaders have implemented additional sanitizing of the vehicles and equipment before, during, and following work crew sessions. All participants wear face coverings or masks while working indoors and while riding in the work crew van. Hand sanitizing and hand washing are regularly encouraged by the STS Crew Leaders.

The orientation meetings in which STS participants receive information on the program's policies, safety protocols, and expectations has been moved from an in-person meeting facilitated at a Dakota County building to an online format via Zoom. The same information is relayed to clients, but this online format allows clients to participate from a location that is safe and convenient for them.

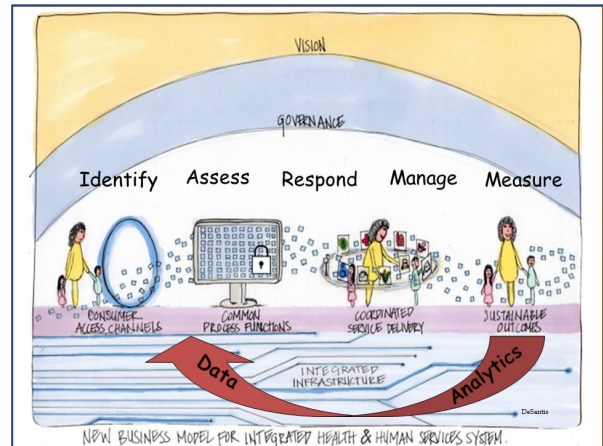
CONTROLLED F.O.R.C.E. During the Spring/Summer of 2021, the Dakota County JSC sent four new trainers to become trained in a new Control Tactics curriculum to be implemented within the JSC called Controlled F.O.R.C.E. This transition to a new curriculum was part of a statewide plan to have many of the juvenile facilities implement the same practices when it comes to restrictive procedures. Multiple facilities throughout the state sent staff members to be trained in this curriculum.

Controlled F.O.R.C.E. is a company that provides tactical training to Law Enforcement, Military, Security Services, and Correctional Facilities. Their hands-on techniques are called the Mechanical Advantage Control Holds System...or M.A.C.H. The system is a series of five techniques that use positioning, movement, body momentum, and resistance to control a subject.

The Controlled F.O.R.C.E. model also places a tremendous emphasis on the use of de-escalation techniques prior to any Use of Force, as hands-on is always deemed the "last resort" in an escalated situation. Staff at the JSC have historically been trained to utilize the least amount of force as possible to include de-escalation, therefore the Controlled F.O.R.C.E. model trains for this practice to continue as such.

2020-2021 DEPARTMENT INITIATIVES

INTEGRATED SERVICE DELIVERY Community Corrections continues to partner with other Community Services Departments (Social Services, Employment & Economic Assistance, Public Health, Veterans Services and Extension Services) and community organizations in the continued and expanded practice of integrated service delivery. This initiative focuses on a single point of entry for services, a “wrap approach” to service delivery, organizational processes, technological advancement, data analytics, and outcome tracking.



Integrated Service Delivery recognizes self-sufficiency is achieved by assisting consumers in attaining stability in the areas of housing, employment, health and wellness, safety, education, and transportation as identified as Social Determinants of Health. Our work helping clients reach self-sufficiency in these areas contributes to thriving communities.

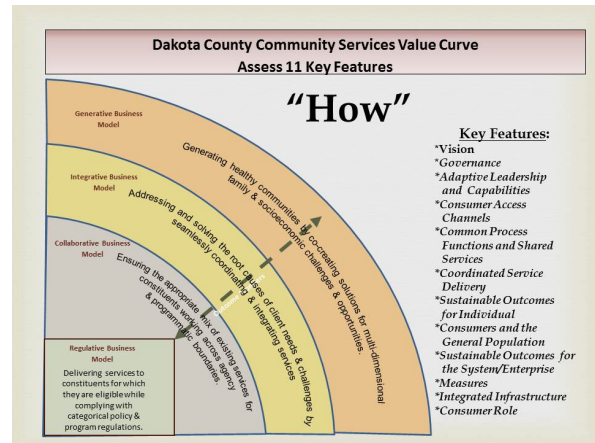


This business model, an integrated health and human services system, focuses on streamlining consumer access channels and identifying common process functions to provide coordinated service delivery, ultimately affecting sustainable outcomes. Analytics and data are used in the early stages of consumer interaction to help provide consumers with the right services at the right time to the right depth.

Our integrated service delivery work for clients will create an integrated infrastructure with consumer channels of access, common process functions, coordinated service delivery, and ultimately, sustainable outcomes for our clients.

The Integrated Service Delivery Model operationalizes the Community Services Value Curve, which identifies different layers of service delivery from the Regulative Business Model (the model most Corrections work falls in) to the Generative Business Model.

The Value Curve has four layers:



- The Regulative Business Model is a basic business model delivering mandated services with a compliance focus.
- The Collaborative Business Model ensures a mix of services, information sharing, wrap-around support and new policies and procedures to improve outcomes.
- The Integrative Business Model focuses on seamless service delivery, a strong use of data and connection of programs addressing the root causes of client/client needs.
- The Generative Business Model is an innovative focus on social and economic issues generating healthy communities by co-creating solutions and socio-economic opportunities for clients/clients and families.

The Value Curve addresses nine domain areas that contribute to a client’s self-sufficiency. The goal is to move clients from a crisis or at-risk level to a safe or stable socio-economic self-sufficiency by carefully analyzing needs and providing the right supports. Workers across the division are asked to think holistically about their clients, and work collaboratively with other departments to ensure services that address the domains are applied in an efficient, effective, and responsive manner in order to result in positive outcomes for the customer.



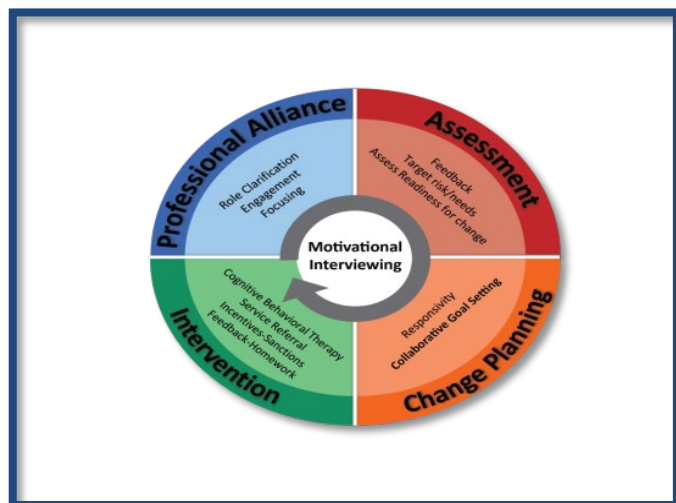
Community Corrections’ work is grounded in the Regulative Business Model, as the department upholds mandates and holds clients accountable. However, the Department strives to move case management and programming into and beyond the Collaborative and Integrated models to the Generative model by focusing on evidence based principles that address the nine self-sufficiency domains. The Department continually seeks to provide clients with the skills, opportunities, and services needed to sustain socio-economic self-sufficiency while completing probation and supervised release mandates.

INCLUSION, DIVERSITY, AND EQUITY Dakota County is committed to ensuring an environment that is welcoming of diversity, recruiting, and retaining a workforce that is reflective of the community we serve, and ensuring continued growth and training for staff. To address these goals, Community Corrections has offered several training events as well as smaller group discussions, Authentic Dialogues, around race related issues.

- COVID’s Hidden Toll Video & Guided Discussion examining how the COVID-19 crisis has hit vulnerable immigrants and undocumented workers. The documentary follows the COVID-19 pandemic’s invisible victims, including crucial farm and meat-packing workers who lack protections.
- We Need to Talk About Anti-Asian Hate Video & Guided Discussion providing an overview of the history of Asians being discriminated in the US, as well as the current rise in hate crimes against the Asian community regarding the COVID-19 pandemic.
- Tulsa 1921: An American Tragedy Video & Guided Discussion educating staff on the worst massacre on American soil, in Tulsa Oklahoma, as white Tulsans attacked, killed, destroyed, and pillaged their Black neighbors leaving about 300 people dead.
- Victim Impacts and the Effects of Cultural Identity of Domestic Violence a presentation from 360 Communities.
- Authentic Dialogues – Authentic dialogues were held throughout jury selection and the trial of Derek Chauvin for the murder of George Floyd in Hennepin County.

Authentic Dialogues are structured conversations intended to help participants reflect, explore, and learn more about themselves and others in a supportive environment. Community Corrections falls within the Community Services Division, which partnered to offer additional dialogues and trainings for staff throughout the year.

PRACTICE MODEL Dakota County Community Corrections is now entering the sixth year of practice model implementation as the department continues to intentionally integrate, blend and pivot between selected Evidence Based Practices (EBPs) as the central way everyday work is completed. The department is shifting away from a traditional approach to supervision (monitoring compliance and program referrals) to becoming the actual source of interventions for clients. In addition to referring clients to supportive services, probation officers are modeling and practicing cognitive behavioral interventions with clients to lead them away from trouble. These interventions include social skills, cognitive self-change tools and problem-solving steps. Probation officers and clients work together to





determine which interventions will work for any given situation or patterns of behavior. Probation officers work beneath the surface to build professional alliance with clients to increase their confidence, motivation, and ability to practice ways to guide them toward pro-social changes. This type of practice allows probation officers to be “coach-like” with their clients in addition to their other roles.

The practice model also includes providing coaching and feedback to probation officers as they learn and practice skills to provide direct intervention work. Probation officers receive peer coaching, supervisory coaching and 1:1 coaching from EBP Coordinators. In essence, this allows all staff to become “coach-like” on parallel levels. The shift in the way everyday work is completed has allowed us to be more responsive to staff and clients and offers everyone the opportunity to develop growing edges and celebrate achievements.

In the next two years, the department will continue to implement and modify the practice model based on internal and external feedback. The department will intentionally integrate new findings and research into our practices while continuously learning what works best for staff and clients. DCCC looks forward to fulfilling its mission to support long-lasting changes for the clients served.

ADVOCACY FOR CLIENTS AND FAMILIES OF COLOR To reduce disparities, work with clients to achieve their goals and thereby lessen the chance of future criminal justice system involvement, the juvenile section leadership team re-assigned a field agent to work on a special project focused on advocacy for clients of color and their families. Working alongside the probation officer, the youth and family advocate will provide voluntary services to families of color with children on moderate or high-risk probation. The advocate will conduct outreach and engage with communities of color to determine service resources. They will become the section expert on programs offered in the community as well as services offered through other departments (Employment and Economic Assistance, Social Services, Public Health, Veteran Services). In addition, the advocate will participate in child services staffings and the Extended Juvenile Jurisdiction (EJJ)/Certification committee to provide support to the client/family and ensure key responsibility factors are considered.

CLIENT HOUSING Stability in housing continues to be a significant issue in Dakota County. In order for clients to sustain good outcomes, employment and housing issues must be addressed and housing is a primary Community Services Division initiative. The Dakota County Housing Manager and a committee with representatives from Community Corrections, Social Services, Employment and Economic Assistance, Veterans’ Services, Public Health and a number of non-profit agencies in the County, are tasked with developing housing programs for clients and other residents with significant barriers to obtain stable housing. A number of Group Residential Housing (GRH) providers have collaborated with Dakota County to develop programs to serve clients in the community. Additionally, Corrections has trained three staff to administer Coordinated Entry the Vulnerability Index Service Prioritization Decision Assistance (VI-SPDAT) assessments to clients participating in the Re-Entry Assistance Program (RAP) and homeless clients exiting prison.



The VI-SPDAT is a pre-screening tool to quickly assess the health and social needs of homeless people and match them with the most appropriate support and housing interventions available. To be eligible for a VI-SPDAT assessment and to be placed on Dakota County's Coordinated Entry Housing Waitlist, a client:

- Must be single or a family currently residing in a Dakota County shelter (Dakota Woodlands or Lewis House) or receiving a county-paid motel placement **OR**
- The household must be verifiably homeless in Dakota County meeting the federal definition of homelessness (living in a shelter, on the streets/car, places not meant for human habitation) **OR**
- Clients or families who are long-term homeless (LTH) who lack a permanent place to live continuously for a year or more or at least four times in the past three years including couch-hopping.
- Need assistance to prevent an eviction.
- Need information on community housing resources and referrals.

Dakota County Community Corrections partners with the following agencies to provide housing:

1. *Guild Incorporated Housing Access Resource Team (HART)* is a program designed to provide housing search assistance to clients with diagnosis of a Serious Mental Illness, and are either a person of Long Term Homelessness, exiting an Institution (Hospital, IRTS, Jail, Prison etc.), or are at imminent risk of losing housing.
2. *DOC Re-Entry Grant* is a DOC match grant that can be renewed for up to four years. This grant provides transitional housing funds and housing search assistance. This fund is designed for both probation and supervised release clients who are homeless or at risk of being homeless. Dakota County currently has a contract with Frazier Recovery Homes and A+ Solutions to provide transitional housing for 90-120 days.

Dakota County Community Corrections partners with the following agencies to provide housing through Dakota County Housing Support:

1. *Frazier Homes* is a congregate housing program designed to provide housing for adult males or females, who meet the criteria for long term homelessness. Funding is provided through GRH Rate 2 funds, DOC Re-Entry Grant or self-pay.
2. *Ally* is a housing program, congregate or individual housing sites, designed to provide housing for adult males or females, who meet the criteria for long term homelessness. Funding is provided through GRH Rate 2 funds.
3. *Life Rebuilders* is a congregate housing program designed to provide housing for adult males, who meet the criteria for long term homelessness. Funding is provided through GRH Rate 1 or Rate 2 funds.
4. *A+ Solutions* is a congregate housing program designed to provide housing for adult females, who meet the criteria for long term homelessness. Funding is provided through GRH Rate 2 funds.



JUVENILE EXCELLENCE PROGRAM The Juvenile Service Center (JSC) is a twenty-four-hour secure residential facility for youth. The JSC offers detention services and evidence based correctional programming. The JSC focuses on cognitive based and therapeutic interventions while ensuring a safe environment for residents and staff. The needs of youth are changing, as are practices in juvenile justice. In continuous improvement efforts and to keep pace with the changing needs of youth, the department will examine current practice and expectations for management of a juvenile facility and develop a refreshed operations plan. The facility will focus on growth in cultural awareness, therapeutic services, and programming, staffing, and hiring practices, improved morale, leadership and accountability, and safety and security.

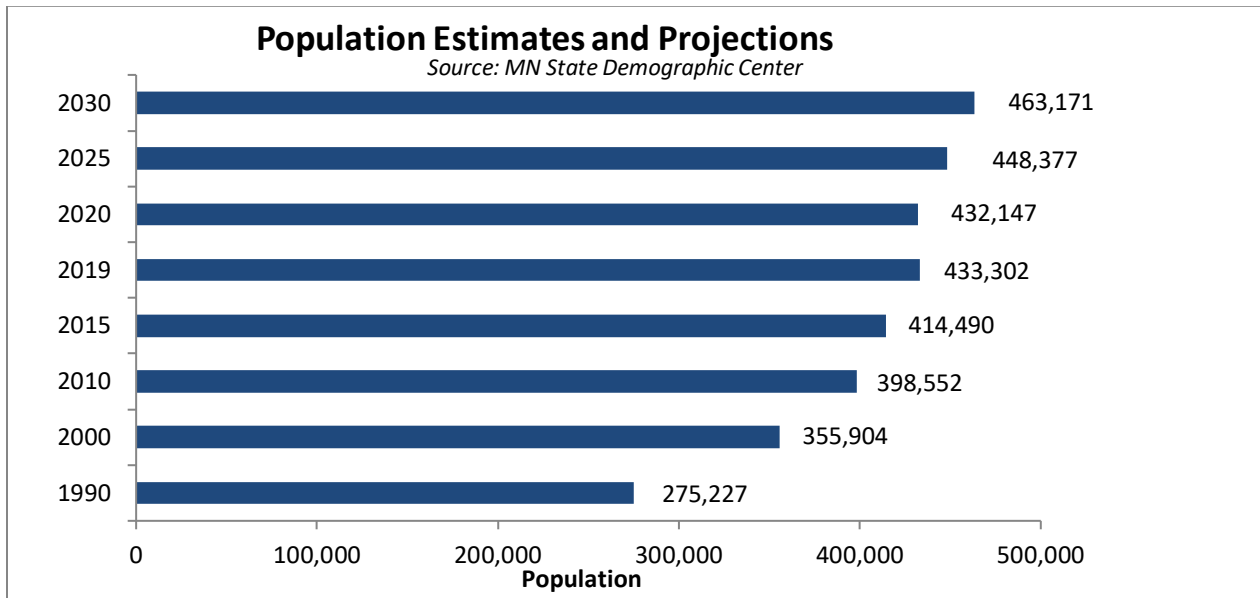
PERFORMANCE-BASED STANDARDS (PBS) AUDIT The Juvenile Services Center (JSC) is in its fourth year of using Performance-based Standards (PbS), a nationally recognized continuous quality improvement program for juvenile justice residential and confinement facilities. PbS uses rigorous standardized data, reporting, and benchmarking to drive improvements, is a voluntary effort, and has more than 230 sites in 36 states. Dakota County is one of two active PbS sites in the state.

PbS requires more than 100 data elements about facility safety/security, programming, health/mental health services, and access to the justice system. The JSC gathers reporting data from multiple systems and people. The data is uploaded to PbS twice per year (April and October), with results and benchmarking reports produced in June and December. PbS coaches help JSC staff interpret the results and develop Facility Improvement Plans (FIPs). The JSC used these data to significantly upgrade its Incident/Accident Reporting System, procedures around mental health screening and assessment of residents, and reducing the use disciplinary room time.

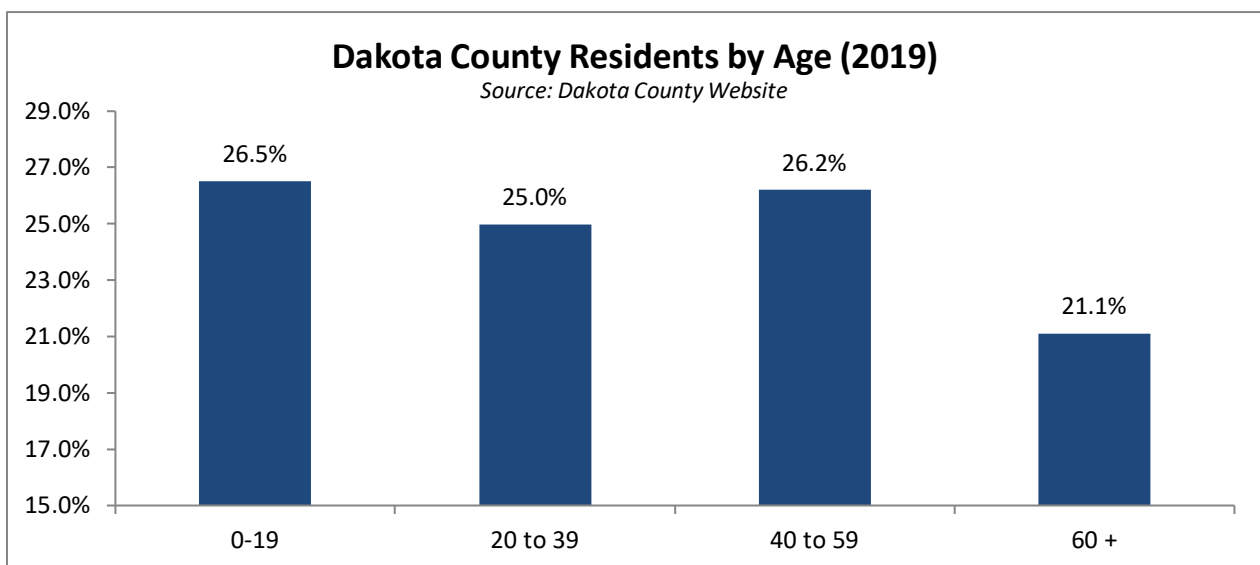
DAKOTA COUNTY OVERVIEW

COUNTY POPULATION Dakota County is the third largest Minnesota county, with an estimated population of 433,302 according to the 2019 U.S. Census Bureau’s American Community Survey. The three largest cities, Eagan, Burnsville, and Lakeville are located in the northern and western part of the county.

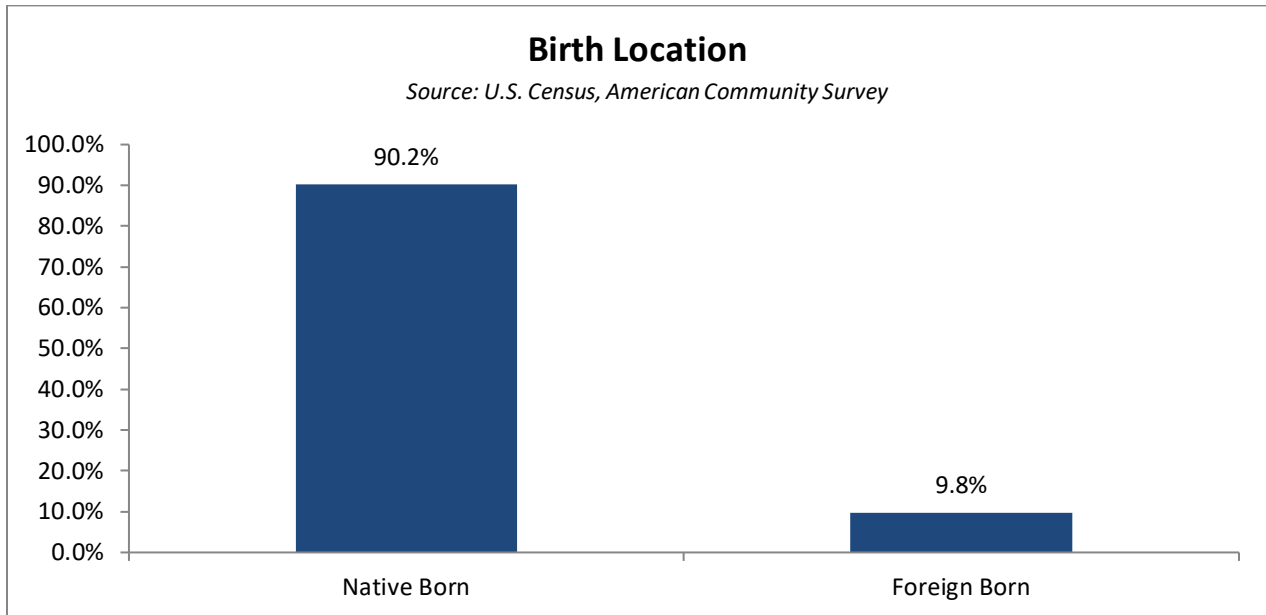
The Minnesota State Demographer projects the county will add an additional 15,075 residents by 2025.



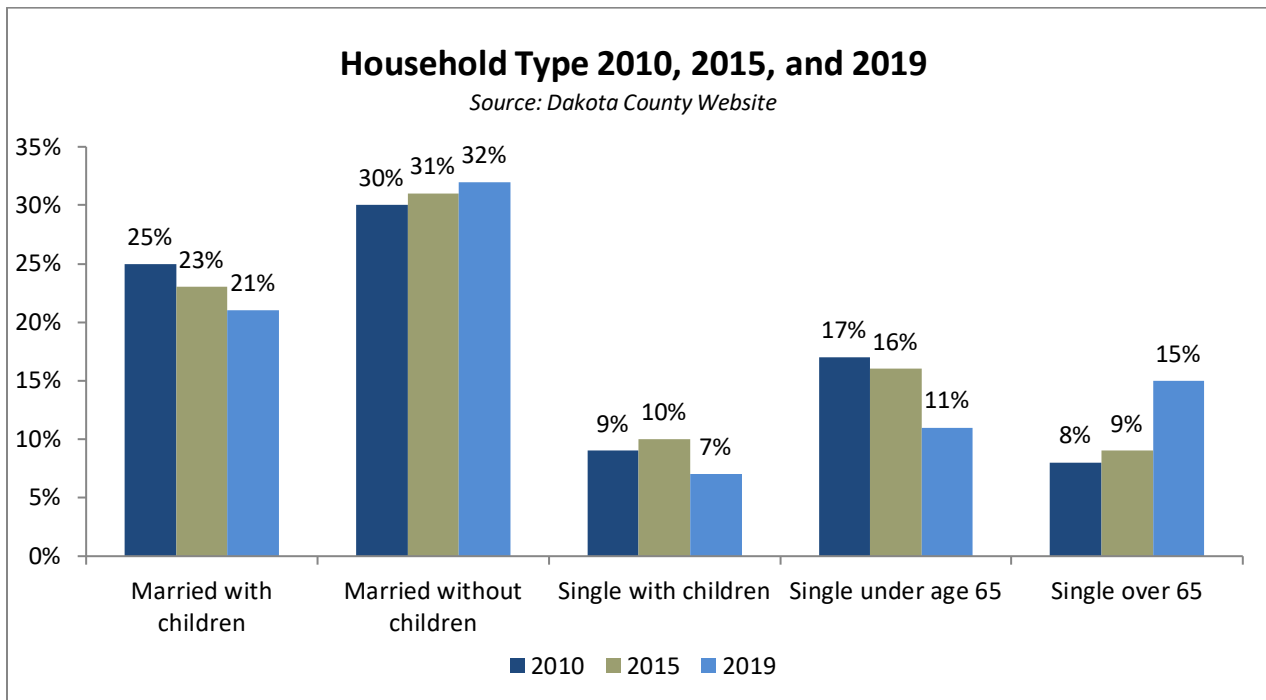
AGE The projected majority of Dakota County residents (26.5%) are under the age of 19, and 21.1% are of retirement age (60+), 25% are 20-39 years old and 26.2%, are between 40-59 years old.



Residents of Dakota County are primarily native born (90.2%) compared to foreign-born (9.8%).



HOUSEHOLD TYPE AND SIZE The household composition has remained stable in Dakota County with more than half of all households married with or without children.



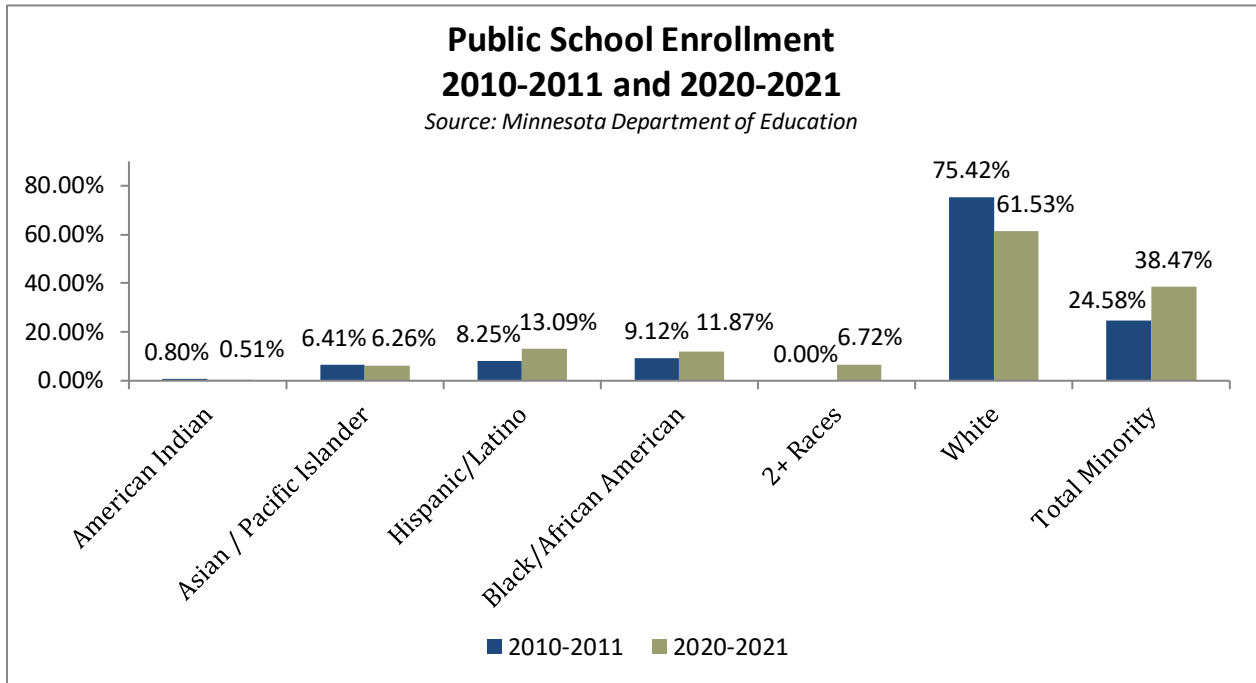


RACIAL AND ETHNIC DIVERSITY Dakota County is a predominantly white county, with white residents comprising 83.0% of all residents. However, diversity has increased as the proportion of county residents has increased over the last few years. From 2017 to 2019, the number of white residents decreased by 1.0% while the number of persons of color rose by 1.19%.

Dakota County Population Change, Race and Ethnicity					
Race:	2017	%	2019	%	Change (percentage points)
White	345,762	84.32%	345,069	83.12%	-1.19%
Black/African American	26,730	6.52%	31,116	7.5%	0.98%
Indigenous Persons	1,108	0.27%	1,432	0.34%	0.07%
Asian	19,966	4.87%	22,343	5.38%	0.51%
Native Hawaiian/Other Pacific Islander	491	0.12%	0	0.00%	-0.12%
2+ Races	16,020	3.91%	15,164	3.65%	-0.25%
Other/Unknown	0	0.00%	0	0.00%	0.00%
All Persons of Color	64,315	15.68%	70,055	16.88%	1.19%
Ethnicity:					
Hispanic	18,855	4.60%	32,425	7.81%	3.21%
Non-Hispanic	391,222	95.40%	382,699	92.19%	-3.21%
Total Population	410,077		415,124		

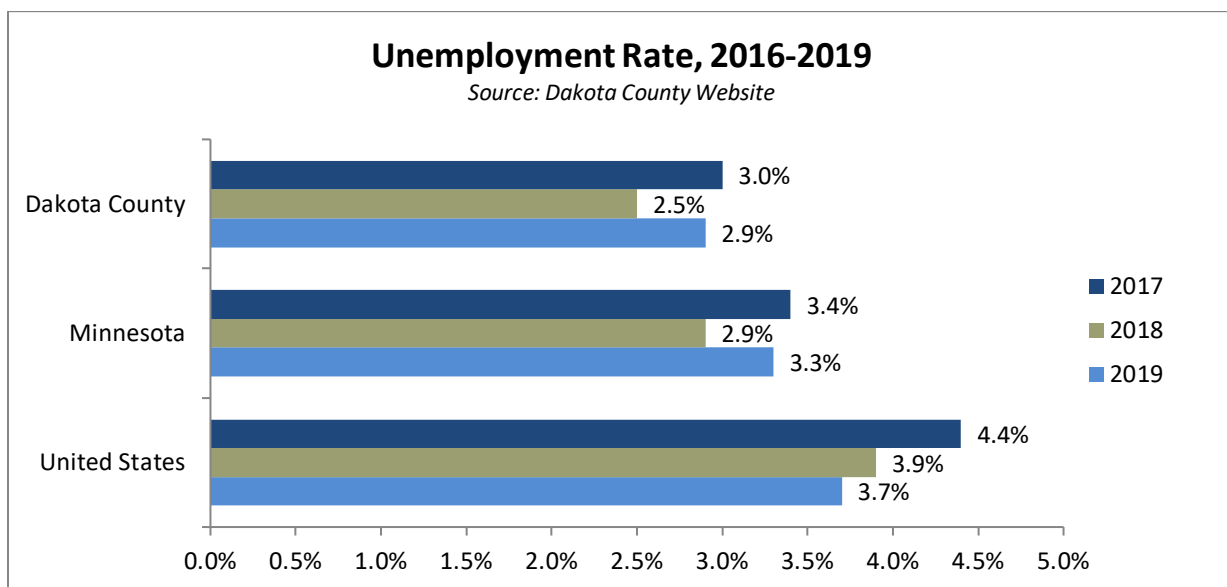
Source: U.S. Census

During the 2020-2021 school year, 38% of Dakota County public and charter school students were students of color.

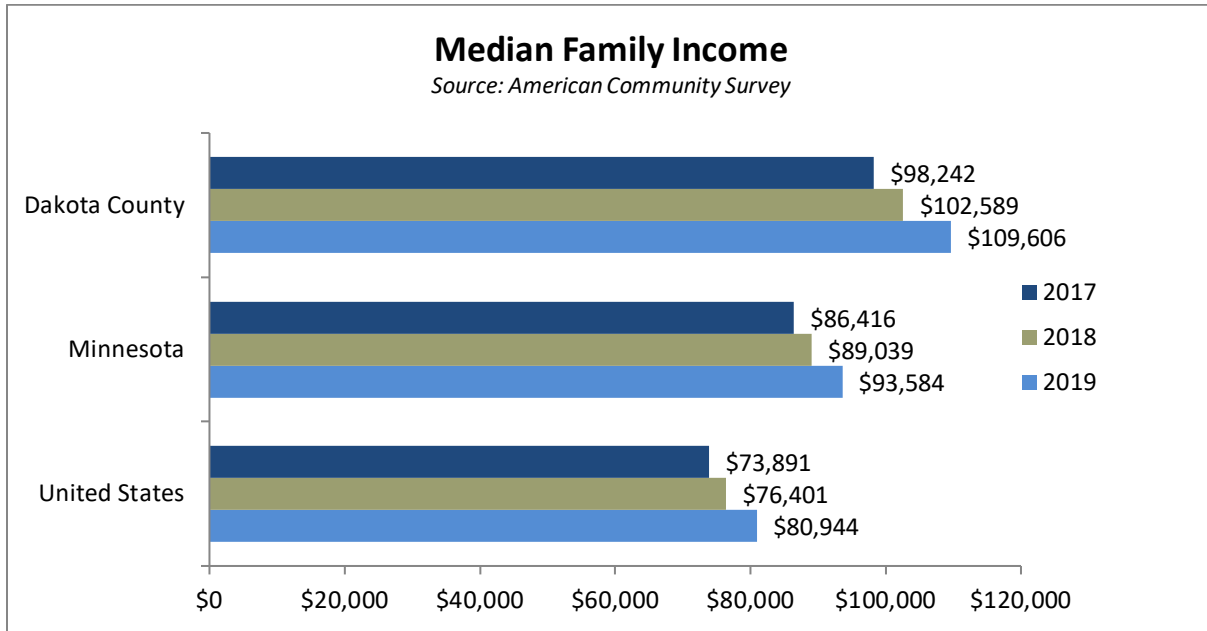


ECONOMY Dakota County experiences better economic conditions compared to the state of Minnesota and the United States as a whole. Both the unemployment rate and the poverty rate are lower, while the median income is higher.

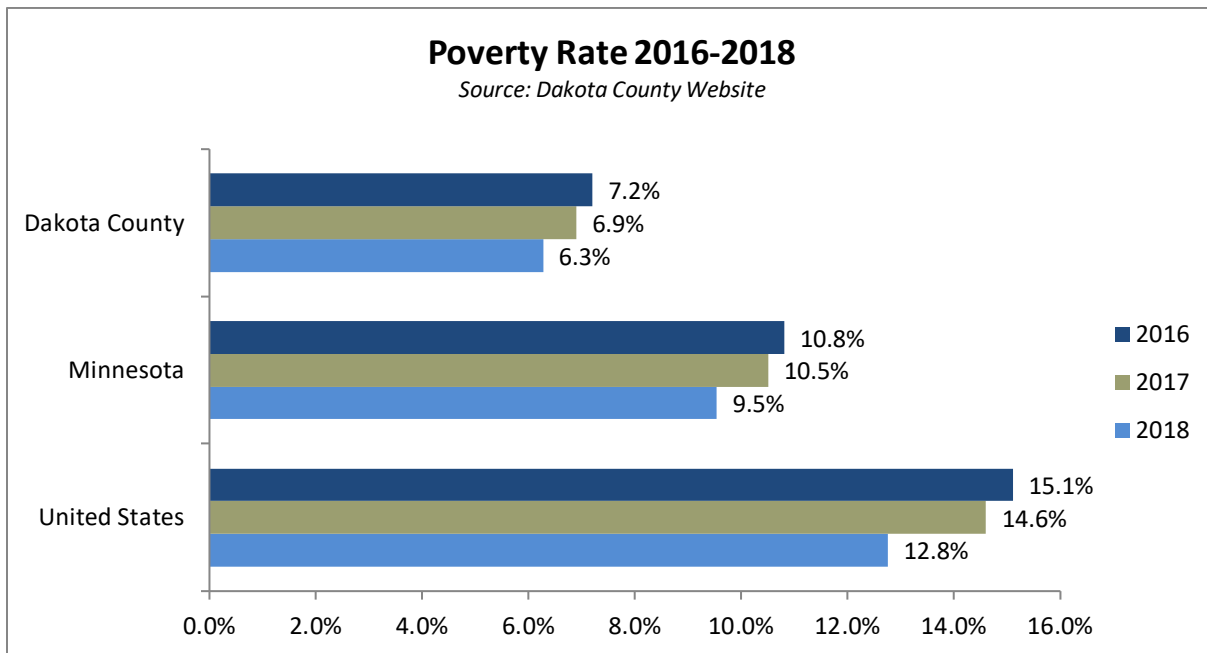
As of January 2019, Dakota County dipped below 3% unemployment, the rate generally considered by economists to be “full” employment, where it has remained since.



Each year from 2017 to 2019, median family income rose in Dakota County, Minnesota, and nationwide, reflecting a continuous period of economic growth.



From 2016-2018, the poverty rate declined in Dakota County by almost one percentage point from 7.2% to 6.3%. The poverty rate also declined nationally and statewide in a similar pattern.



COUNTY STATEMENT OF ORGANIZATIONAL VALUE

OUR VALUES

These are the core values that define what Dakota County stands for, how we work and how we conduct ourselves to achieve excellence in public service.

INTEGRITY WE ARE HONEST, FAIR AND ACCOUNTABLE

PEOPLE WE VALUE AND RESPECT EVERY INDIVIDUAL

SERVICE WE MAKE HELPING OTHERS A PRIORITY

INNOVATION WE CHALLENGE OURSELVES TO DO THINGS BETTER



DAKOTA COUNTY BOARD OF COMMISSIONERS

The Dakota County Board of Commissioners is the body charged by law with the management of the affairs of Dakota County. The County Board operates as a deliberative and legislative assembly, meeting to discuss and determine the direction and policies of the County within the confines of state and federal law. The Dakota County Board functions within the statutory framework of Minnesota law, including in Minnesota Statutes Chapters 370, 373, 375 and 383D.

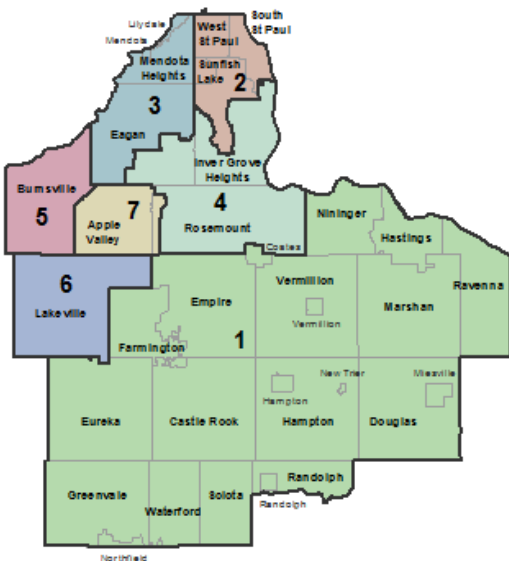
Board business is conducted using a Committee of the Whole structure by which all commissioners sit on the committees and each committees' responsibilities are clearly defined and differentiated from the others.



The three Committees of the Whole are:

- *General Government and Policy Committee* addresses capital planning, county facilities, employees, finance, risk management, and libraries.
- *Community Services Committee* is responsible for the range of human services related functions, including corrections, employment, income maintenance, public health, social services, extension services, and veteran services.
- *Physical Development Committee* discusses matters of development, regulation, preservation, and management of land, parks, roads, and water resources.

The actions of these committees constitute recommendations to the County Board, and Board actions on these recommendations, whether by resolution or ordinance, make up the official Dakota County policy.

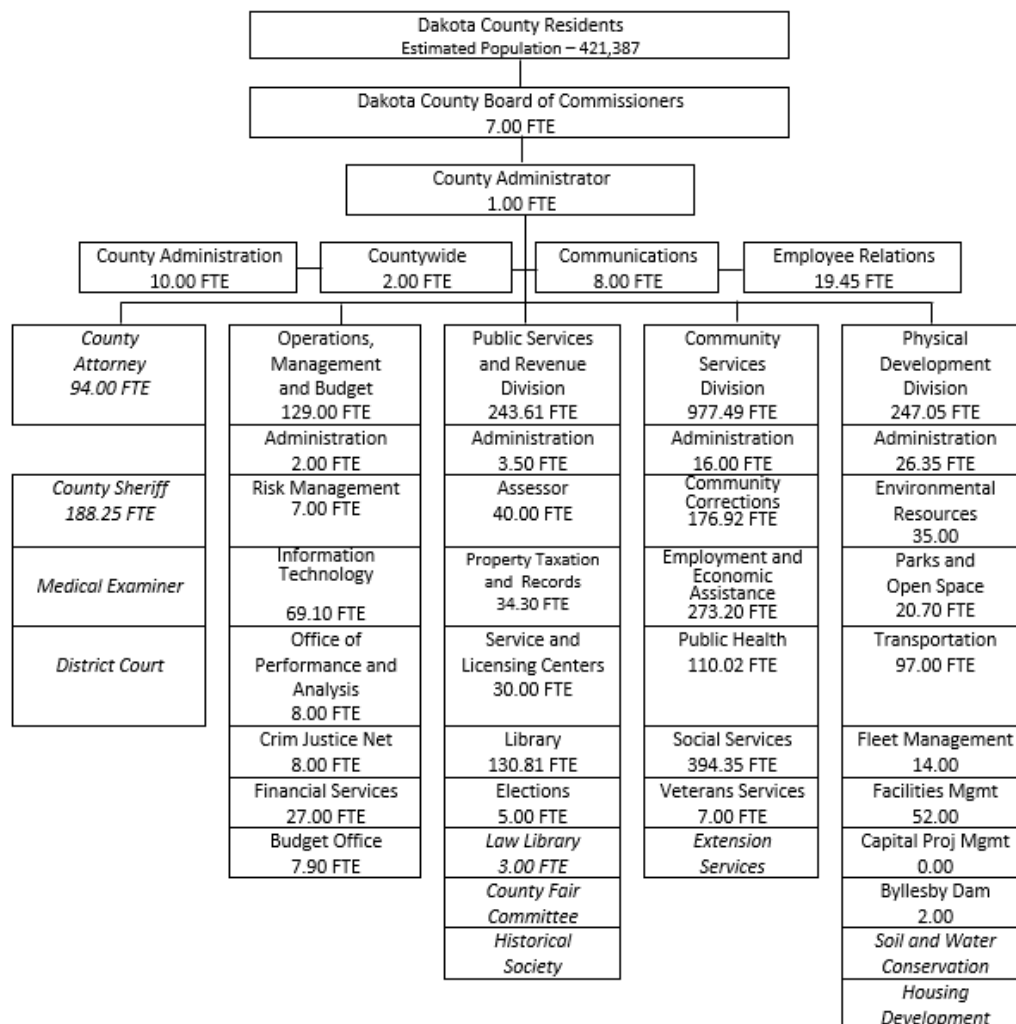


The Board is comprised of seven commissioners, representing seven geographic districts in the County. At the first meeting of the year, the Board elects a chair and vice chair; the chair is the presiding officer, and the vice chair presides in the chair's absence. In addition to their service on the Committees of the Whole, Board members participate on other County and regional groups, such as the Metropolitan 911 Board, the Solid Waste Management Coordinating Board, the Metropolitan Library Service Agency, and the Dakota County Workforce Investment Board.

COUNTY ORGANIZATIONAL CHART

The chart below shows the organizational structure of the Dakota County government. The County Board is responsible for setting the budget and property tax levies that fund all county services, including those of the Sheriff and County Attorney. The court functions are part of state government and the Sheriff and County Attorney are both locally elected officials, as are the Board members.

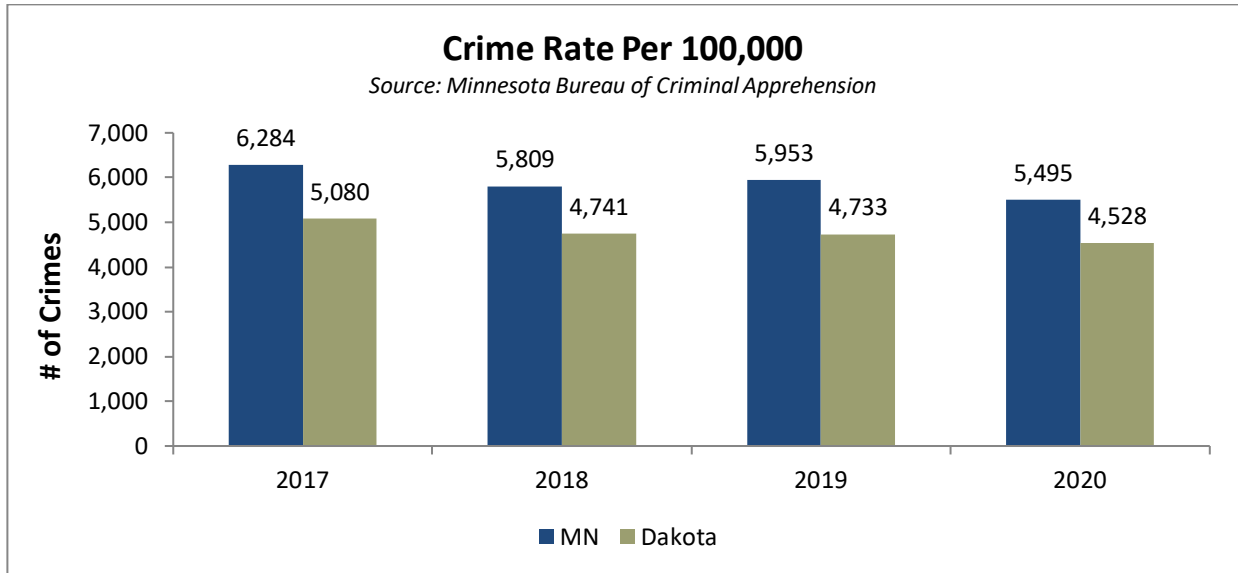
Community Corrections is part of the Community Services Division, which facilitates productive partnerships with Social Services, Employment & Economic Assistance, Public Health, Veterans' Services, and the University of Minnesota – Dakota County Extension Service, as well as members of the criminal justice system.



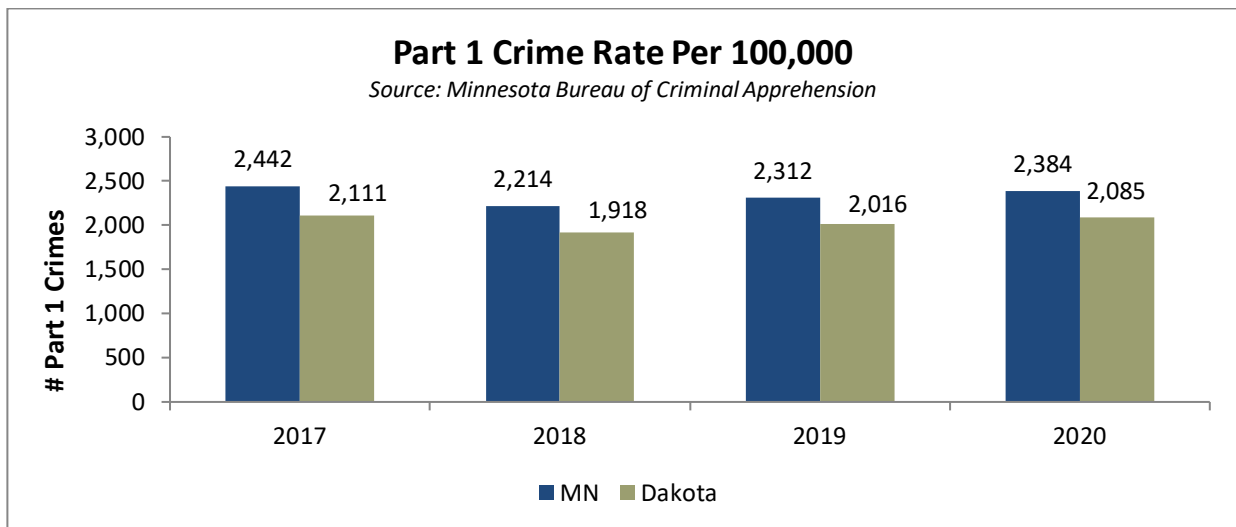
Notes: 1. The Dakota County Board has a funding liaison role with departments listed in italics (*County Attorney; County Sheriff; Medical Examiner; Law Library; Historical Society; County Fair; Extension Services; Soil and Water Conservation District; and Housing Development Agency*). The County Board has direct administrative control over departments not listed in italics.
2. 2 FTE are currently not assigned, they will be allocated to a specific department at a later date.

STATE VS. DAKOTA COUNTY COMPARISON

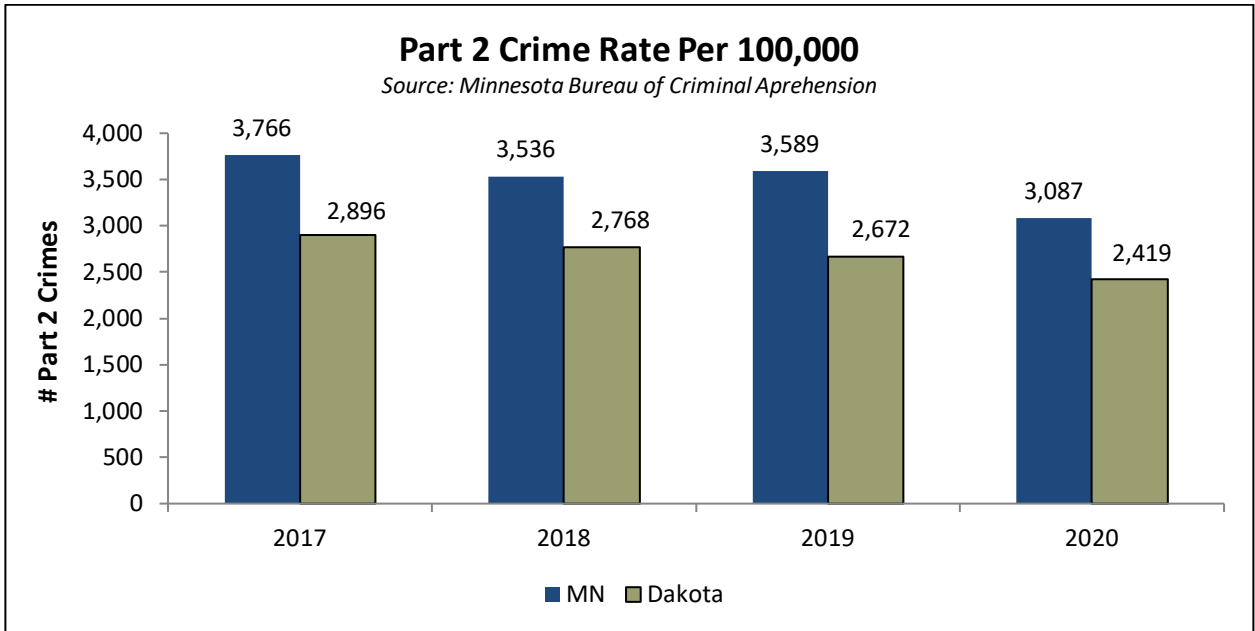
STATE VS COUNTY CRIME RATE Dakota County has a lower crime rate than the Minnesota statewide average. In 2020, Dakota County’s crime rate was 18% lower per 100,000 residents than the state average. Dakota County saw a decrease of 10.9% per 100,000 residents while the statewide crime rate decreased 12.6%.



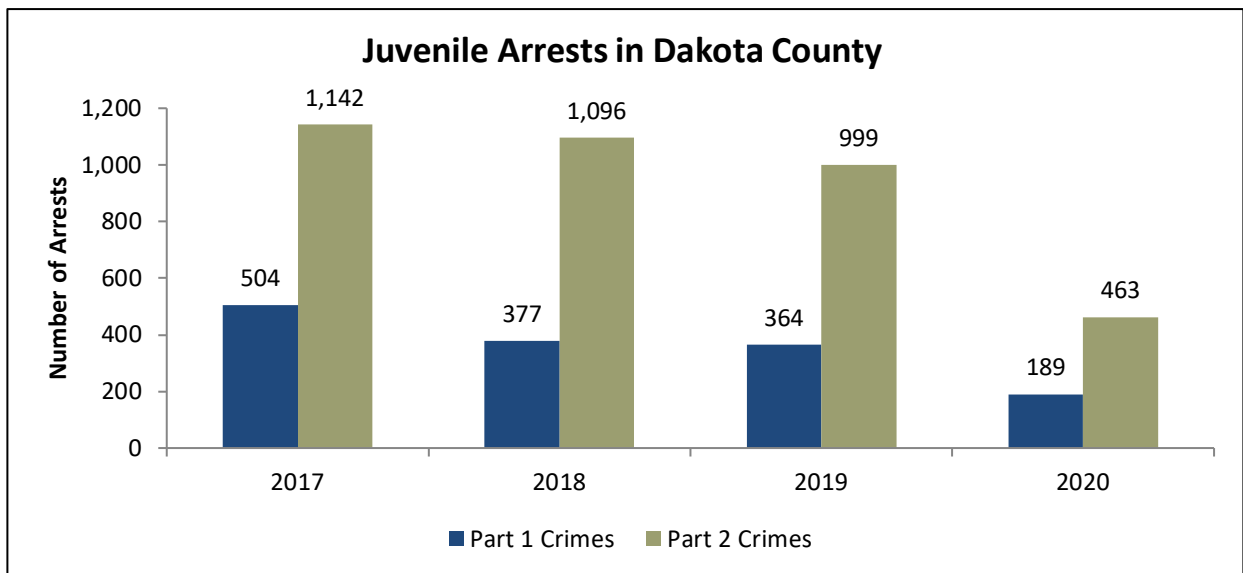
The crime rate for Part 1 and Part 2 crimes has decreased in Dakota County. Part 1 crimes include homicide, rape, aggravated assault, burglary, robbery, auto theft, theft, and arson, and Part 2 crimes include simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public intoxication, runaways, sex offenses, stolen property, vandalism, vagrancy, and weapons offenses. The statewide Part 1 crime rate decreased by 2.4% from 2017 through 2020, while the Dakota County Part 1 crime rate decreased by 1.2%.



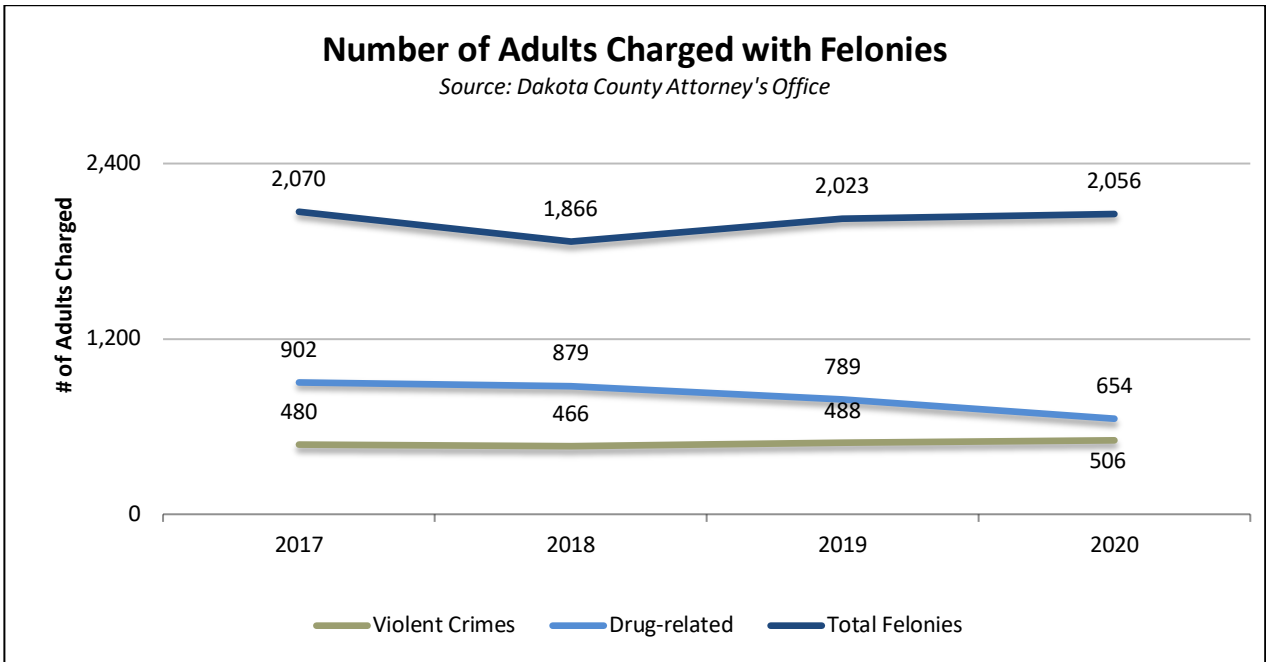
From 2017 through 2020, the statewide Part 2 crime rate decreased by 18% while the Dakota County Part 2 crime rate decreased by 16%.



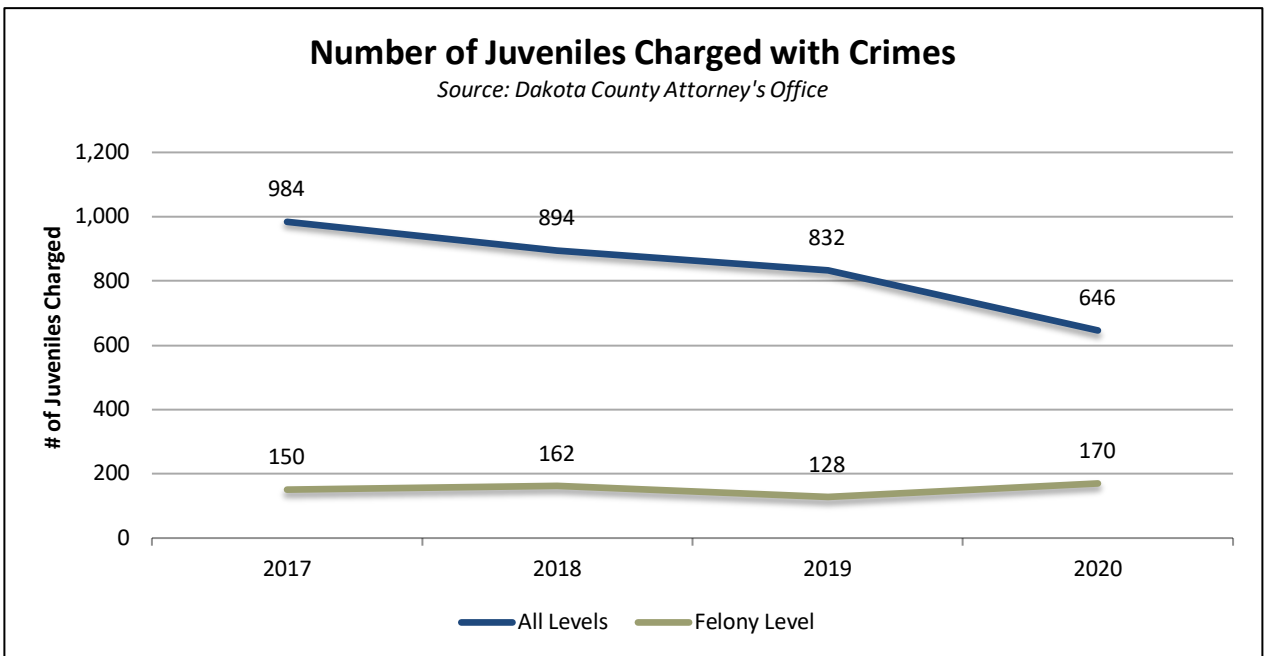
The decrease in Part 1 and Part 2 crimes is also reflected in the data for juvenile arrests. Juvenile arrests for Part 2 crimes fell by 59% between 2017 and 2020, and Part 1 crimes by 62%.



COUNTY ADULT PROSECUTION RATES From 2017 to 2020, the number of adult felony prosecutions decreased by 0.7%. Violent crimes prosecuted from 2017 to 2020 increased 5.4% and Drug crimes prosecuted decreased 27.5%.

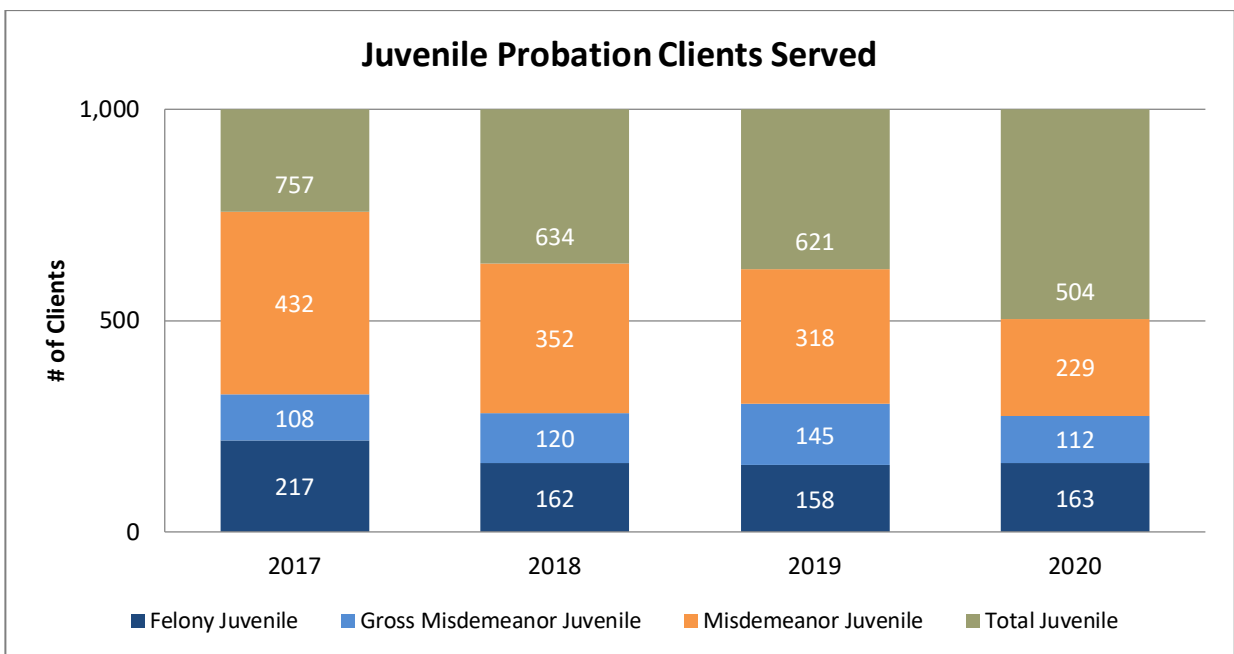
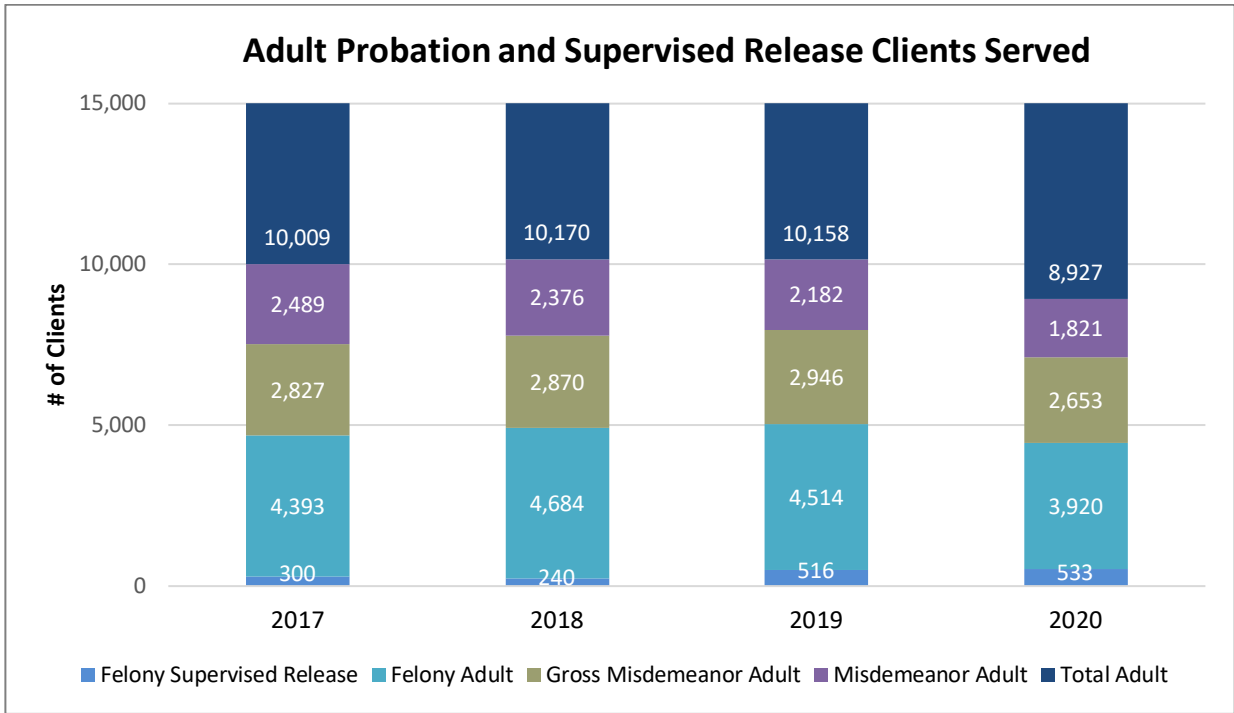


COUNTY JUVENILE PROSECUTION RATES While total charges are down 34.3% from 2017 to 2020, juvenile felony prosecutions have increased by 13.3% from 2017 to 2020.



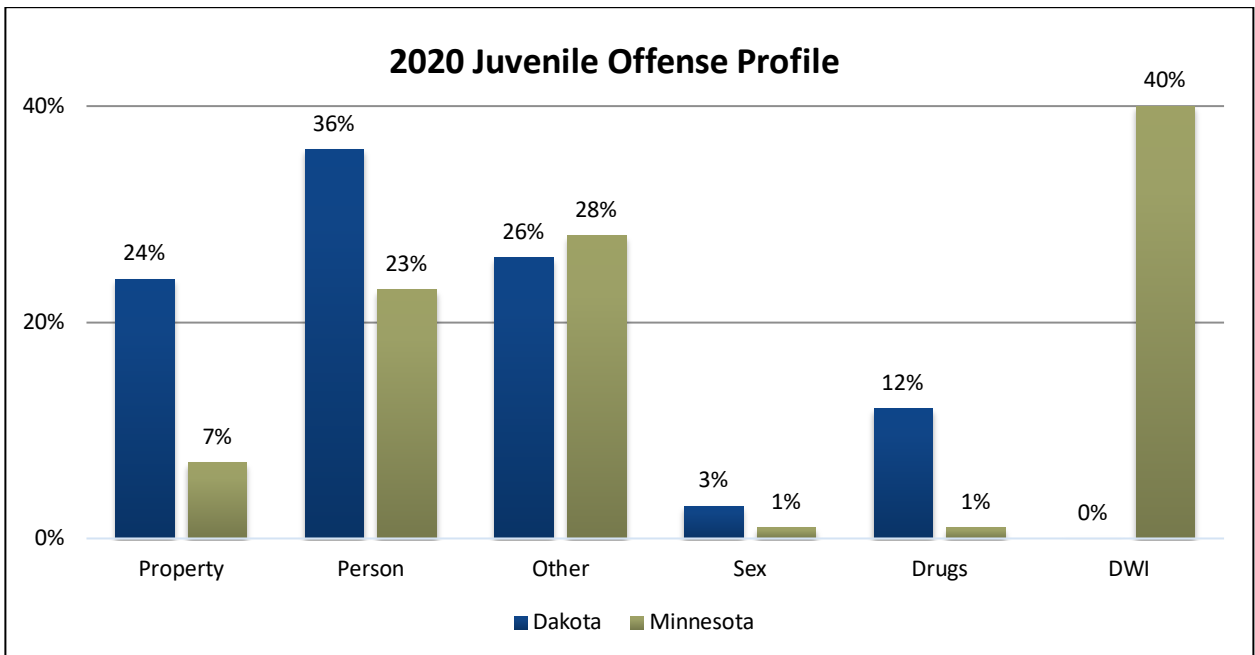
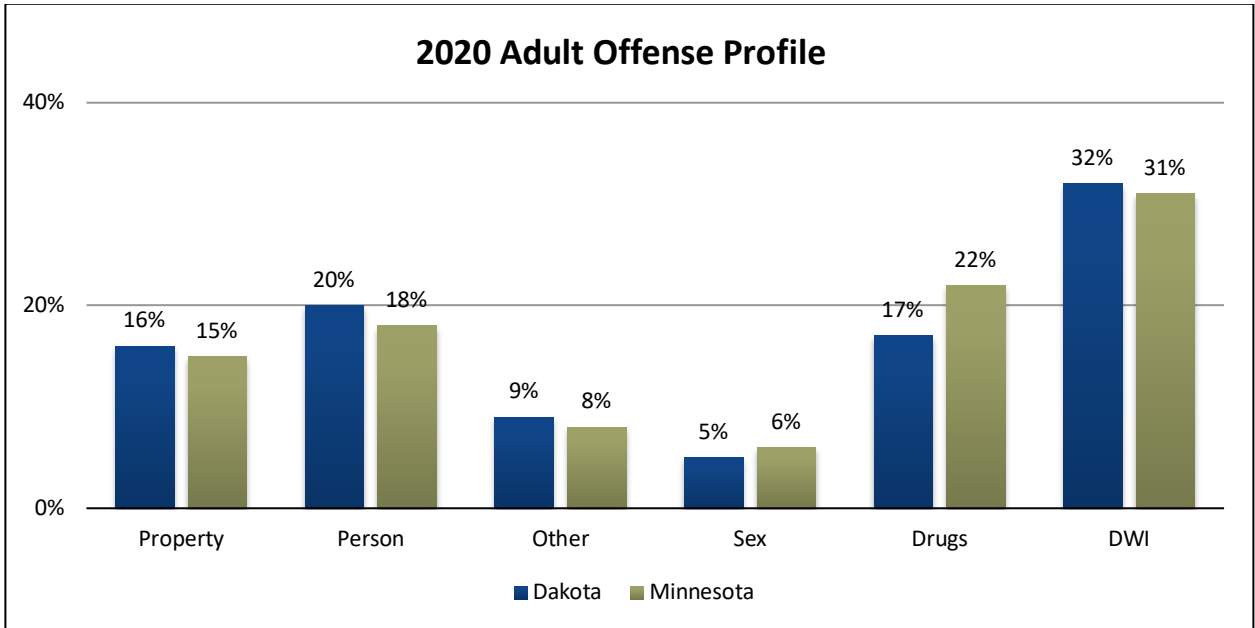
DAKOTA COUNTY CLIENT POPULATION

PROBATION AND SUPERVISED RELEASE CLIENTS SERVED The number of adult and juvenile probation clients and adult supervised release clients served each year by Corrections has remained relatively stable from 2017 through 2020.



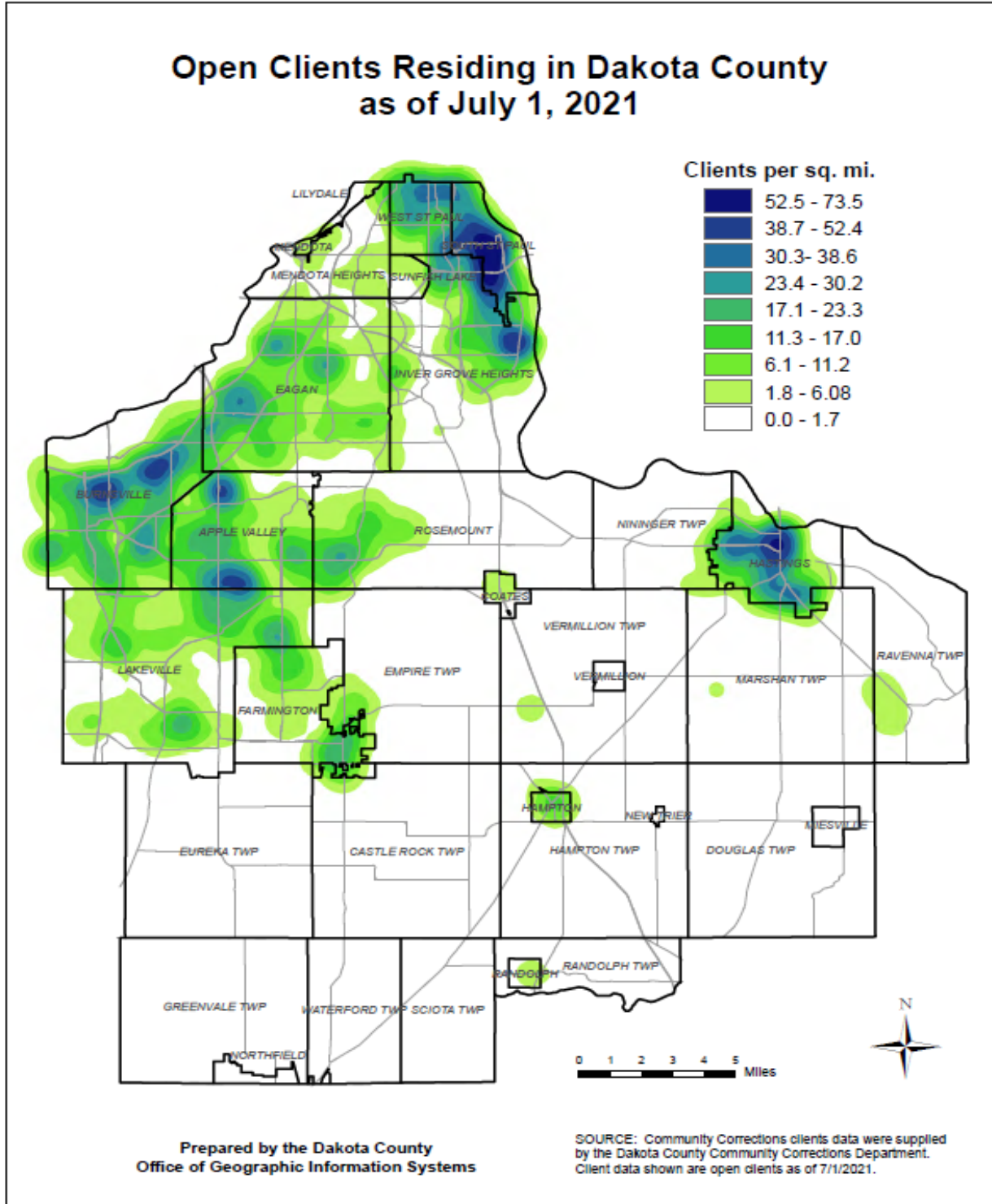
OFFENSE PROFILE OF ADULT AND JUVENILE CLIENTS PLACED ON PROBATION

Corrections supervises clients who are placed on probation for a variety of offenses. Offenses were organized into six categories to provide an overview of the types of crimes committed in Dakota County. The offenses committed in Dakota County are representative of offenses committed throughout the state.



GIS CLIENT LOCATION MAP

This density map is built on client addresses, as of July 1, 2021



COMMUNITY CORRECTIONS OVERVIEW

COMMUNITY CORRECTIONS ADVISORY BOARD In 2014, legislation was passed making Dakota County a “County Manger” model county. As a result of that legislation, the use of Advisory Boards by the county fell under the discretion of the County Board. In 2014, the Community Corrections Advisory Board (CCAB) was eliminated and reformed to continue its work through 2014. In 2015 it was not renewed. The responsibilities of the CCAB are now with the Criminal Justice Council (CJC), which functions as the Criminal Justice Coordinating Committee for Dakota County. The CJC has been in existence since 1987 and seeks to promote collaborative planning and examination of practices and services in the Criminal Justice System. The CJC serves as a “think tank” where current issues are discussed, practices are critiqued, and new ideas are presented and considered. The CJC is comprised of leaders and members of the Criminal Justice System and the Community Services Division in Dakota County: Judiciary, Community Corrections, County Attorney’s Office, Sheriff’s Office, Chief Public Defender’s Office, District Court, local law enforcement, private/city attorneys, and the Directors of Public Health, Employment and Economic Assistance, Veterans Services, and Social Services.

FIRST JUDICIAL DISTRICT Minnesota has ten judicial districts whose boundaries follow county lines and serve as election districts for the judges. Dakota County is part of the First Judicial District along with Carver, Goodhue, McLeod, Le Sueur, Scott, and Sibley counties. According to Minnesota’s State Constitution, district courts have original jurisdiction in all civil and criminal cases, meaning that all types of cases begin in district courts. Within each district, judges elect a chief judge who has general administrative authority and responsibility for the district. Attorneys, law enforcement officers, and probation personnel are generally independent of the courts, but their actions directly impact court operations. Each of the ten judicial districts has a district administrator appointed by the chief judge, with the advice of the district’s judges and subject to the approval of the Supreme Court. The administrator often acts as liaison between judges and those outside the judiciary. Within a judicial district, each county has a clerk of court, known as the court administrator, who helps judges in processing court cases, setting calendars of cases, and assisting in case management, among other duties.

Judges Seated in Dakota County

Jerome B. Abrams

Joseph T. Carter

Jamie L. Cork.

Dannia Edwards

Christopher Jon Lehmann

David Knutson

Chief Judge for First Judicial District, Kevin Mark

Assistant Chief Judge, David L. Knutson

District Administrator, Brian E. Jones

Chief Court Administrator, Maria Jost

David Lutz

Michael J. Mayer

Cynthia L. McCollum

Timothy J. McManus

Shawn M. Moynihan

Tanya O’Brien

Ann Offerman

Arlene M. Asencio Perkkio

Tracy Perzel

Vicki Vial Taylor

Richelle M. Wahi

Tim D. Wermager

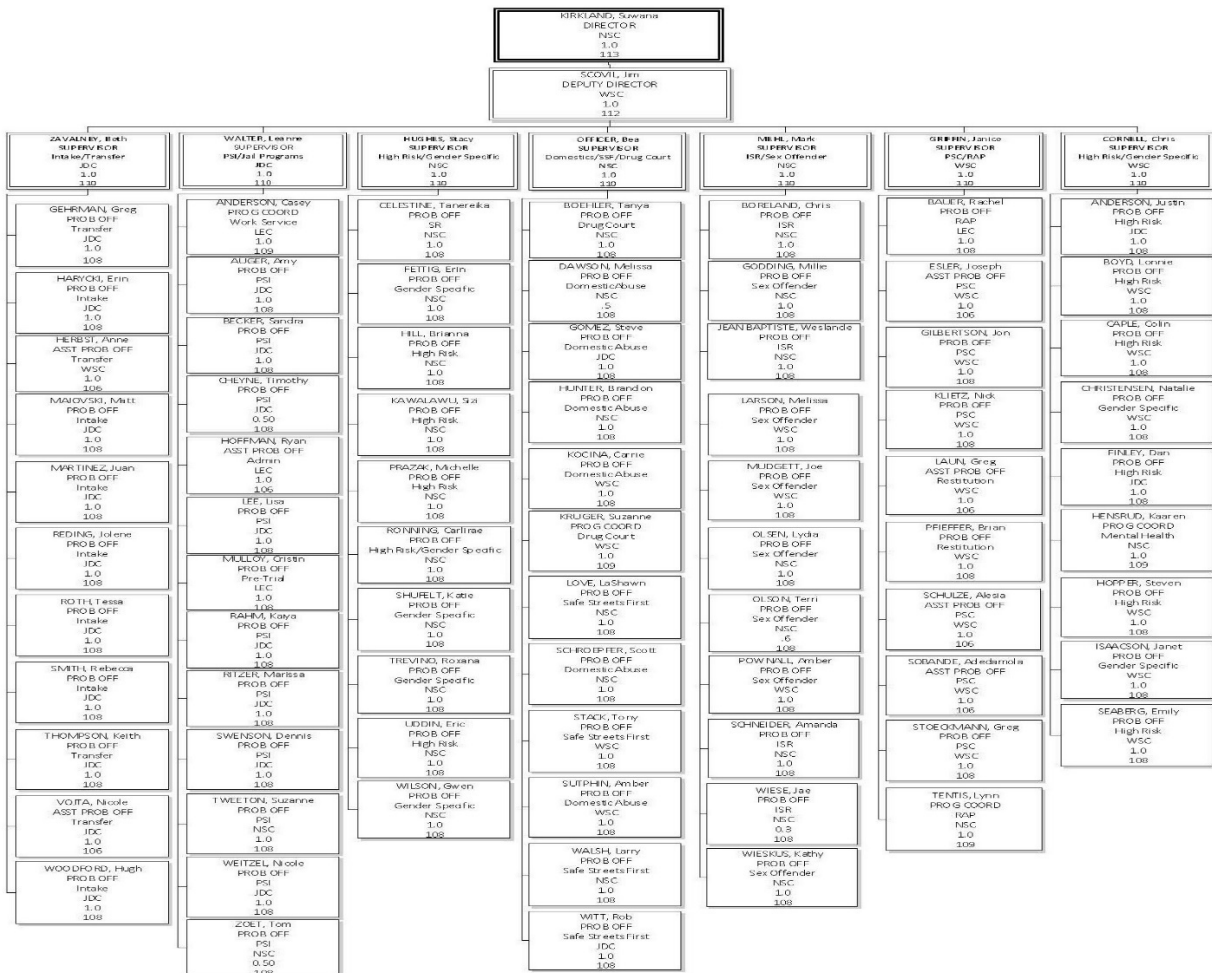
DEPARTMENT ORGANIZATIONAL CHARTS

The Community Corrections Department has 181.42 full time equivalents (FTEs). Includes overcomplement positions

ADULT SECTION

Administration	1
Adult Intake	7
Adult PSI	9
Adult Field	58.4
Adult Probation Service Center	6

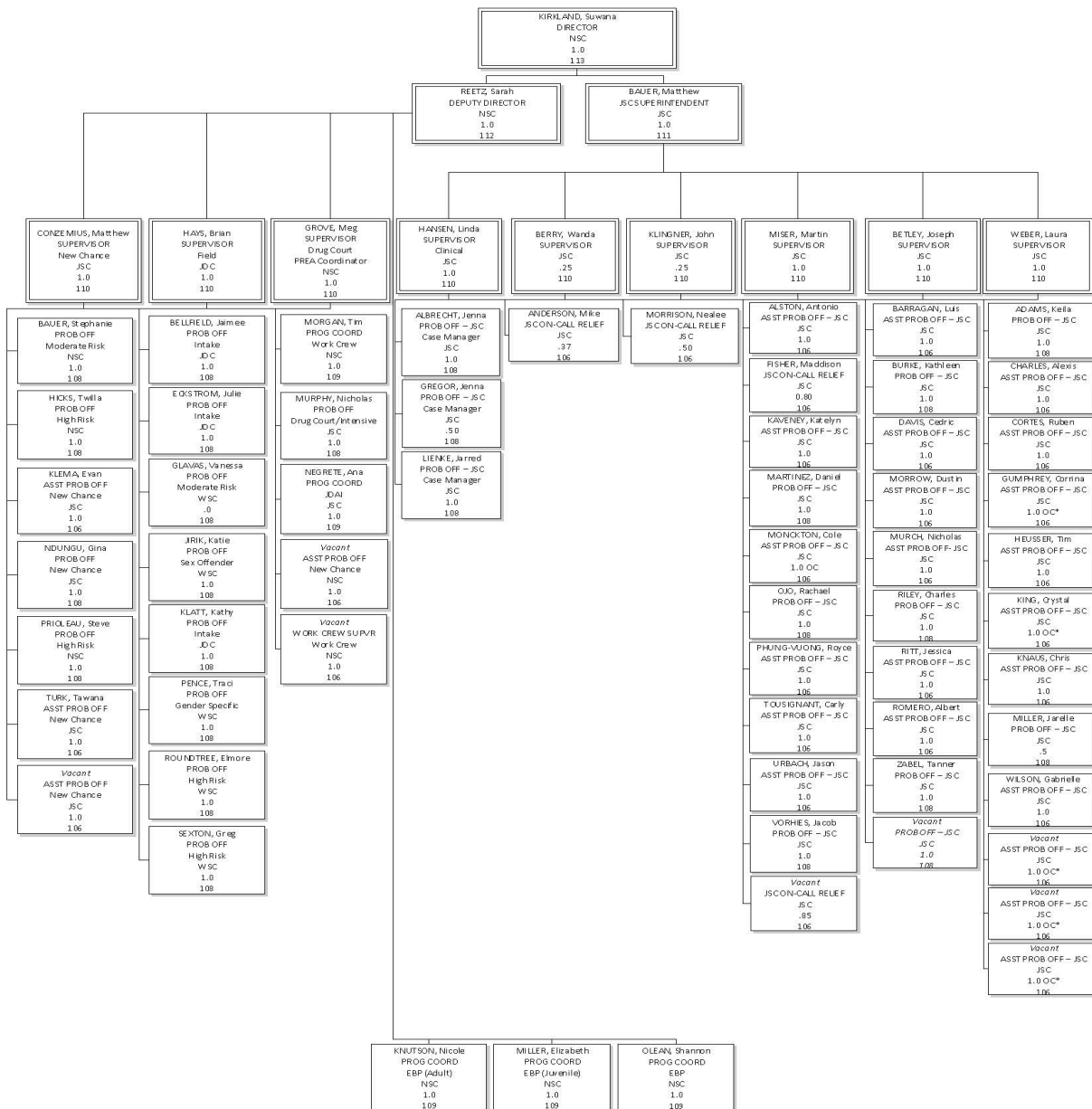
TOTAL Adult Section 81.4 FTE



JUVENILE SECTION

Administration	2
Juvenile Intake	3
Juvenile Field	18
Juvenile Non-residential	5
Juvenile Services Center	40.02

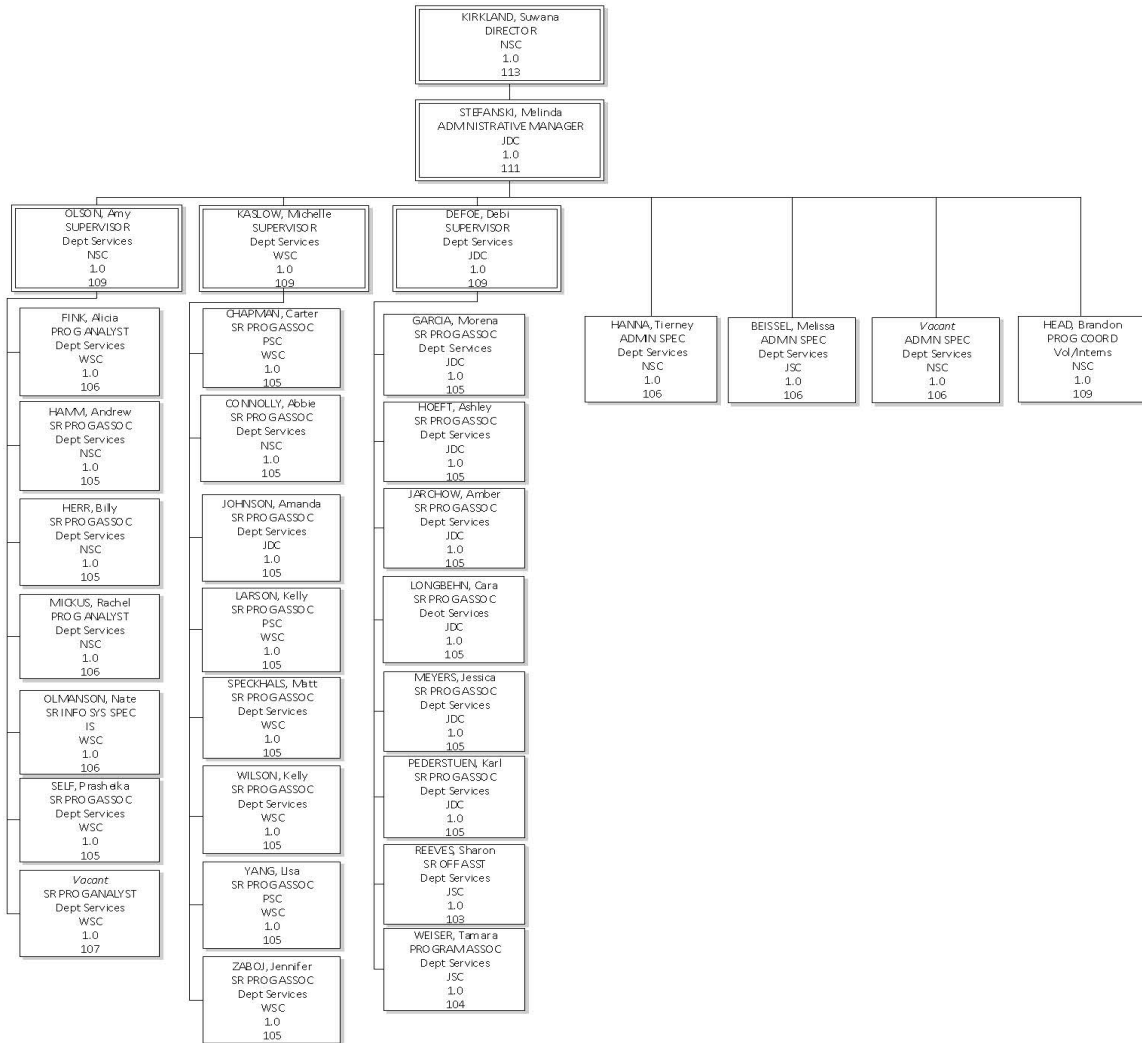
TOTAL Juvenile Section 68.02 FTE





DEPARTMENT SERVICES SECTION

Administration	5
Information Systems and Analysts	4
Support Services	23
TOTAL Administration	32



PROFESSIONAL DEVELOPMENT

STAFF DEVELOPMENT Annually, a department-wide training plan is created to prioritize training based on Department needs, program initiatives, and individual staff development goals. Training topics include Evidence Based Practices, trauma, staff safety in the office and the community, inclusiveness and diversity, mental health issues, and technical trainings.

Staff Development	2017	2018	2019	2020
# of trainings	294	182	132	538
# of staff training hours	4,653	6,418	3,536	4,600

VOLUNTEERS AND INTERNS These service hours allow Corrections to extend and enhance services and provides valuable work experience.

Volunteers/Interns	2017	2018	2019	2020
# of interns	22	20	18	7
# of intern hours	4,244	3,855	3,763	766
# of volunteers	42	53	60	195
# of volunteer hours	1,302	1,402	1,450	684

COMMUNITY CORRECTIONS PROGRAMS AND SERVICES

Diversion

- Disorderly Conduct Program (DOC)
- Targeted Accountability Program (TAP)
- Domestic Diversion
- Drug Diversion

Intake

- Pre-Sentence Investigations (PSI)
- Prior Record Memos (PRM)
- Assessments
- Pre-Disposition Investigations (PDI)
- DNA Testing
- EJJ/Certification Studies
- Referrals
- Restitution Investigations
- Bail Evaluations
- Pretrial Release Supervision
- Domestic Assessments

Supervision

- Intensive Supervised Release (ISR)
- High Risk and Supervised Release
- Electronic Home Monitoring (EHM)
- Probation Service Center (PSC)
- Gender Responsive
- Intensive Repeat DWI
- Domestic Abuse
- Interstate/Intrastate Transfer Services
- Sex Offender
- Drug Court
- Mental Health
- Lower Risk Monitoring
- Sanctions Conferences

Programs & Initiatives

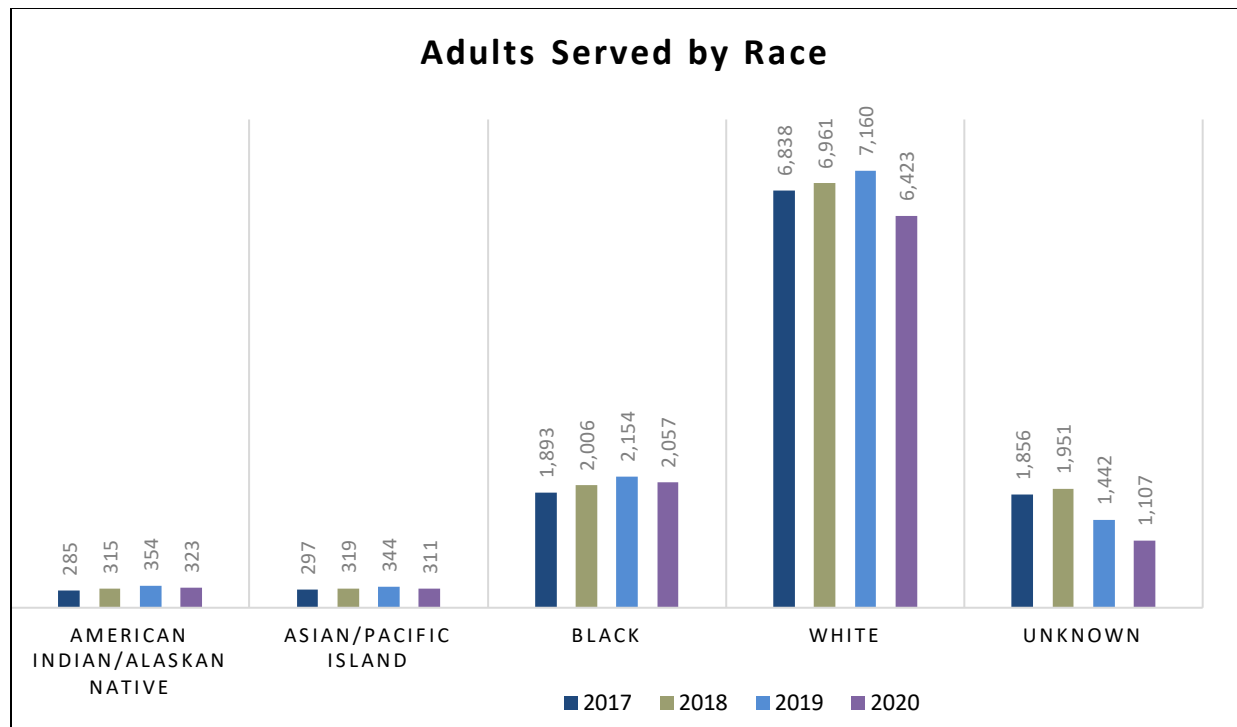
- Evidence Based Practices (EBP)
- Juvenile Day Treatment
- Juvenile Residential Treatment
- Cognitive Programming
- Juvenile Detention Alternatives Initiative (JDAI)
- Justice Involved Veterans
- Advocacy for Clients and Families of Color
- Adult Mental Health Collaborative
- Correctional Housing
- Community Coaches
- Sentencing to Service (STS)
- Youth Repay
- Work Release
- Community Work Service
- Re-entry Assistance Program (RAP)
- One Day DWI
- Practice Model

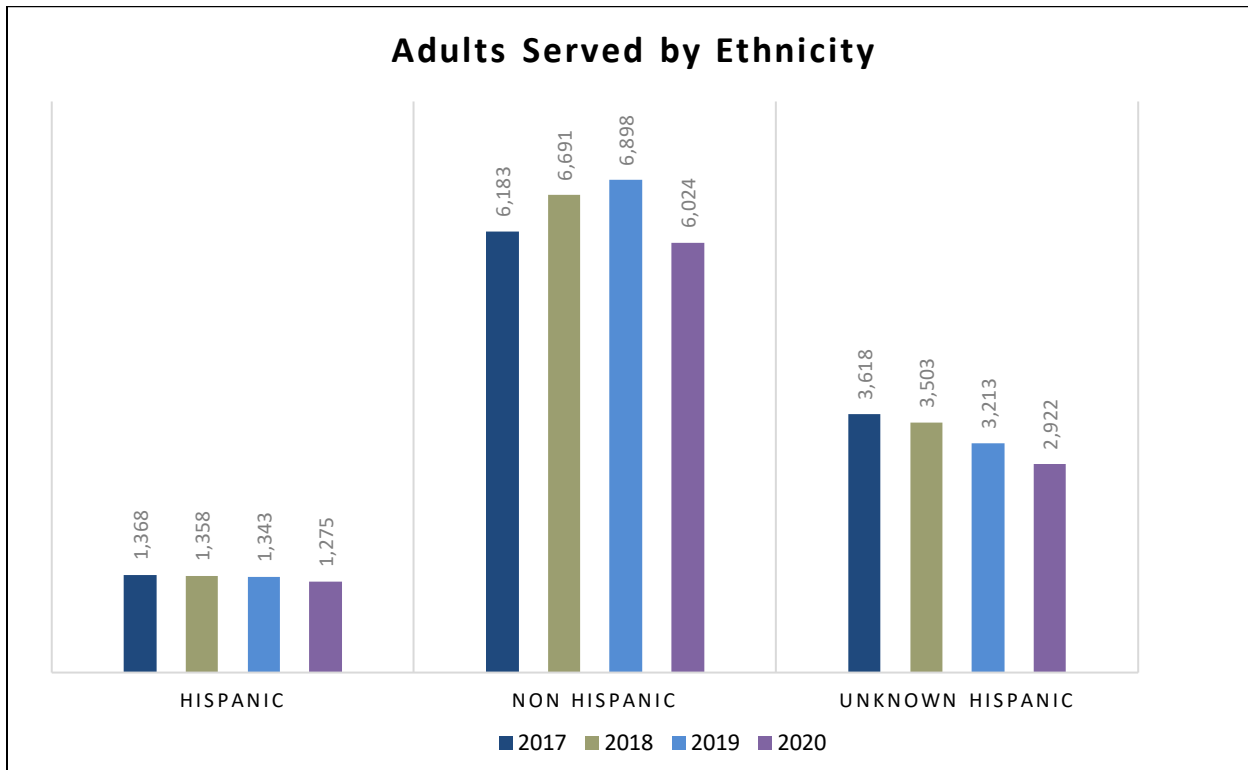
COMMUNITY CORRECTIONS SERVICES

DEPARTMENT OVERVIEW Community Corrections is part of the County’s Community Services Division and the Criminal Justice System in Dakota County. Corrections uses an Integrated Service Delivery model approach as well as research-supported, Evidence Based Practices (EBP) in working with juvenile and adult clients, holding them accountable for their offenses while also helping them develop pro-social skills and competencies. Probation officers supervise clients where they live, go to school, work, and at other community locations. Corrections partners with law enforcement, prosecutors, and courts to ensure accountability and public safety. Corrections helps to restore crime victims financially and, where possible, emotionally. Corrections works with a variety of interest groups, from landlords to employers, to keep clients productive in their communities.

ADULT SERVICES

RACIAL/ETHNICITY POPULATION UNDER SUPERVISION Clients are asked to self-report their race and ethnicity. Dakota County Community Corrections’ Adult Section does not operate any minority-based programs. However, probation officers are provided training and resources to provide clients with referrals to programs for specific cultural needs. These numbers represent all clients who are provided with Community Corrections services.





The Adult Services Section provides a continuum of services, including pre-sentence investigation reports, assessments/evaluations, client supervision, and programming.

ASSESSMENTS AND EVALUATIONS Staff facilitate a variety of risk assessments to determine a client’s risk factors and make supervision assignments based on a client’s risk level and program needs. The following risk assessments/evaluations are used:

- **Level of Service Case Management Inventory (LS/CMI)** is administered to adult clients to determine risk.
- **Domestic Violence Screening Instrument (DVSI)** was implemented at the end of 2018 to replace the SARA.
- **Minnesota Pretrial Assessment Tools (MNPAT)** is a validated Minnesota Pretrial Release Evaluation Form and Assessment Tool and was implemented on December 3, 2018.
- **Ontario Domestic Assault Risk Assessment (ODARA)** was implemented in April 2021 to replace the DVSI on PSI and supervision cases.
- **Sex Offender Needs Assessment Rating (SONAR) and STATIC 99** identifies sex offenders’ treatment needs and behavioral triggers. The Static 99 is only used for victim-related sex offenses.
- **Women’s Risk Needs Assessment (WRNA)** is used for developing case plans with women who score high risk on the LS/CMI.

Assessments and Evaluations

	2017	2018	2019	2020	2021 Est
# of initial LS/CMI	1,311	1,373	1,241	726	800
# of LS/CMI reassessments	430	640	462	315	250
# of Spousal Abuse Risk Assessments (SARA)	659	566	27	1	0
# of Domestic Violence Screening Instrument (DVSI)	NA	69*	1,171	973	752
Ontario Domestic Assault Risk Assessment (ODARA)	NA	NA	NA	NA	*124
# of Static 99 assessments – sex offender assessment	21	81	80	101	52
# of pre- and post-sentence investigations	1,145	1,193	984	733	886
# of prior record memos	2,129	1,943	1,904	2,032	1,918
# of MN sentencing guidelines	1,665	1,627	1,480	1,000	1,332
# of MN Pretrial Assessment Tools (MNPAT)	1,421	1,473	1,442	1,400	1,292
# of Women’s Risk Needs Assessment (WRNA)	3	27	15	18	15

**In November 2018, the DVSI replaced the SARA.*

**In 2018, Community Corrections stopped completing post-sentence investigations.*

**In April 2021, the ODARA replaced the DVSI on PSI and supervision cases.*

SUPERVISION UNITS AND SPECIALIZED CASELOADS Based on a client’s risk level and program needs, supervision assignments are made to low risk, high risk, or intensive supervised release. Clients are assigned to one of the following supervision units/specialized caseloads:

Intensive Supervised Release Supervision is designated for certain high-risk clients who have been released from prison and meet DOC criteria for either mandatory or discretionary Intensive Supervised Release (ISR). These clients remain on ISR until they successfully complete the program or until they reach expiration of their sentence. Supervision elements for ISR include house arrest, electronic monitoring (which may include GPS), random drug/alcohol testing, and random unannounced residential, employment, and community visits. Clients are also required to comply with any special conditions of their release, which may include treatment or programming requirements.

Supervised Release is for high risk clients released from prison who do not qualify for Intensive Supervised Release Supervision. The Supervised Released caseload includes regular contact with clients, accountability for their release conditions, and support transitioning from prison back into their home community. Probation Officers work with clients to assist them in achieving stability in the community in order to ensure public safety. Clients are also required to comply with any special conditions of release, which may include treatment/programming requirements.

High Risk Supervision consists of one-to-one contacts and participation in cognitive groups. Emphasis is placed on public safety, accountability, competency development, and victim/community restoration. Probation officers visit clients in a variety of settings, including homes, community locations, and places of employment.

Drug Court Supervision provides intensive case management services to chemically dependent clients charged with First- or Second-Degree Controlled Substance Crimes, or repeat Third-, Fourth- or Fifth-Degree Controlled Substance Crimes, and who are ordered to complete the Adult Drug Court Program. Supervision consists of frequent court appearances, extensive drug testing, cognitive behavioral programming, and chemical dependency treatment.

Sex Specific Supervision is for those involved in sex-related offenses and supervision consists of one-to-one supervision, case management groups, psychosexual evaluations, case planning, treatment, polygraphs, and cognitive behavioral groups.

Domestic Abuse Supervision is where all high risk partner-related domestic abuse clients are assigned. To address their specific needs, supervision includes specialized assessments, case planning, regular contacts by probation officers, and programming to help clients learn alternatives to physical violence and abuse.

Gender Responsive Supervision offers female clients opportunities to address their unique risks and needs, including issues of trauma. Supervision consists of individual and group contacts with the goal of helping clients identify personal strengths and community resources.

Intensive Repeat DWI Supervision/Safe Streets First (SSF) combines chemical dependency treatment and surveillance and is primarily for clients with three or more alcohol related driving offenses. Supervision includes 45 days of Electronic Home Monitoring (EHM)/Alco-Sensor alcohol monitoring, individualized case plans, cognitive behavioral programming, chemical dependency treatment, extensive drug testing with immediate sanctions for failed tests, and random home visits.

Mental Health Supervision is a caseload consisting of a Corrections probation officer and a Social Services social worker working as a team to provide intensive case management services to a select group of high risk, high need clients with serious and persistent mental health issues. The program aims to help coordinate access to mental health services, stabilize and improve medication compliance, establish independent community-based living, and engage clients in the recovery process.

Lower Risk Supervision is for clients who score low on the Level of Service Case Management Inventory (LS/CMI). These clients are placed on probation to the Probation Service Center (PSC) where they report in-person quarterly. Some clients' crimes are comparatively lower level, non-



person misdemeanors, and they are assigned to Administrative Reporting. Clients placed on All Conditions Complete supervision have completed probation conditions but are awaiting probation discharge.

Transfer Unit facilitates the transfer of felony and gross misdemeanor supervision of clients to other counties or states. Until the transfers are complete, Corrections monitors clients.

Controlled Substance Diversion Program all participants in this program start out on high risk supervision. If they are moderate risk they can be transferred to our PSC once they have completed their chemical dependency evaluation and have started treatment.

Domestic Diversion Program a caseload of low risk domestic clients is supervised with the PSC. Clients are seen individually until they have entered into a domestic violence treatment program.

Adult Supervision Units and Specialized Caseloads

	Number of Client Served During the Year				2020	2020
	2017	2018	2019	2020	Average Monthly Unit Caseload Size	Ratio of Staff to Clients
Intensive Supervised Release	94	77	93	86	41	1:15
High Risk Supervision	951	1,106	986	867	513	1:43
Drug Court Supervision	52	55	42	41	31	1:21
Sex Specific	516	517	495	353	263	1:44
Domestic Abuse	520	537	521	498	302	1:55
Gender Responsive Supervision	293	415	455	375	256	1:43
Safe Streets First-Repeat DWI Supervision	323	290	300	263	188	1:47
Mental Health Supervision	29	27	21	23	23	1:23

Adult Specialized Programs and Caseloads

	Number of Clients Served			
	2017	2018	2019	2020
Re-entry Assistance Program (RAP)	147	144	128	93
Probation Service Center Low Risk Supervision	2,828	2,836	3,315	*2,673
All Conditions Complete	1,946	2,040	1,710	1,659
Transfer Unit	1,919	2,017	1,774	1,569
Warrants	1,193	1,245	1,235	1,342

**In 2019 Administrative probation was eliminated and supervised by Probation Service Center/Low Risk Supervision.*

**All PSC cases were reviewed for early discharge to allow clients the opportunity to vote in the 2020 election.*



ADULT PROGRAMS AND SERVICES Corrections coordinates a variety of programs and services. Programming is available for clients to meet their cultural needs and probation officers are responsive to cultural needs through case management and program referrals. Diversion programming for adult clients is under the auspices of the Dakota County Attorney's Office.

Electronic Monitoring is court ordered for select clients, allowing the client to serve the terms of their incarceration in their home where their movements and/or sobriety is monitored using remote electronic breath analysis equipment. These clients are allowed to leave their home for employment and to maintain treatment and family involvement.

Post Sentence Electronic Monitoring	2017	2018	2019	2020	2021 Est
# of adult client participants	655	636	584	661	586
Average daily population	58	58	27	56	82
% successfully completed	97%	99%	99%	99%	99%
# of days served	21,140	21,378	20,017	20,744	23,596

**This table combines both Post-Sentence Electronic Alcohol Monitoring and Electronic Home Monitoring as of 2019.*

Pretrial Electronic Monitoring Program, tracks clients' compliance with court ordered conditions of no use of alcohol. Clients are tested daily at prescribed times using remote electronic breath analysis equipment, while they remain in the community.

Pretrial Electronic Monitoring	2017	2018	2019	2020	2021 Est
# of adult client's participants	216	243	275	223	314
Average daily population	22	29	38	45	63
% successfully completed	84%	85%	87%	77%	83%
# of days served	7,918	10,785	14,007	16,846	23,306

Work Release allows employed adult clients who are sentenced to serve custody terms in the Dakota County Jail, to be released daily to maintain their employment. Program staff review and verify each inmate's employment status, set release hours, and verify attendance at the place of employment.

Work Release	2017	2018	2019	2020	2021 Est
# of client's participants	97	103	95	19	32
# of days served	3,236	3,086	3,835	433	1,278
Average clients per day	9	8	11	2	11

-Work Release was paused from March 23, 2020-September 6, 2021 due to the COVID-19 pandemic.



Sentencing to Service (STS) is a court ordered condition where selected, non-dangerous, adult clients participate in supervised work crews in lieu of jail time or fines. Selected clients incarcerated in the Dakota County Jail may also participate in STS to reduce their jail time.

Sentencing to Service (STS)	2017	2018	2019	2020	2021 Est
# of new client's participants	1,179	1,114	1,127	439	492
# of hours completed	45,987	44,154	41,603	16,160	16,148
% successfully completed	62%	66%	62%	63%	65%
\$ value of labor provided*	\$413,883	\$397,386	\$416,030	\$161,600	\$161,480
# of jail bed days saved	5,748	5,519	5,200	1,955	2,018
\$ value of jail bed days saved**	\$804,375	\$844,297	\$869,076	\$263,925	\$272,430

*Based on federal minimum hourly wage of \$7.25. increased to \$10.00 per hour in 2019.

**Based on per diem amounts per the Sheriff's Office: 2015-\$132.30; 2016-\$129.92; 2017-\$139.93; 2018 and 2019-\$152.98.

-STS was paused from March 14, 2020-June 22, 2020 due to the COVID-19 pandemic. The program continues to run partially.

One-Day DWI is a program for first time Driving While Intoxicated (DWI) clients where they can complete the conditions of their probation by attending a one-day session with chemical dependency/alcohol assessments, an education class, and victim impact panels. An option for clients to attend a Spanish Speaking One Day DWI Program is available as our department contracts with a Spanish Speaking Agency.

One-Day DWI	2017	2018	2019	2020	2021 Est
# of clients served	376	364	371	283	348

Domestic Diversion a caseload of low risk domestic clients is supervised with the PSC. Clients are seen individually until they have entered into a domestic violence treatment program.

Domestic Diversion	2017	2018	2019	2020	2021 Est
# of clients served	NA	NA	104	232	308

*Domestic Diversion Program started in 2019.

Cognitive Behavioral Groups and restructure groups are offered to higher risk adult clients with the goal of increasing competency in specified areas. Curricula offered includes: Thinking for a Change (T4C), Moving On, Decision Points, and Driving with Care.

Re-entry Assistance Program (RAP) offers assistance to jail inmates re-entering the community after extended periods of incarceration. A multi-disciplinary team of Dakota County providers work together to address the post-incarceration needs of these inmates for up to 90 days post-release.

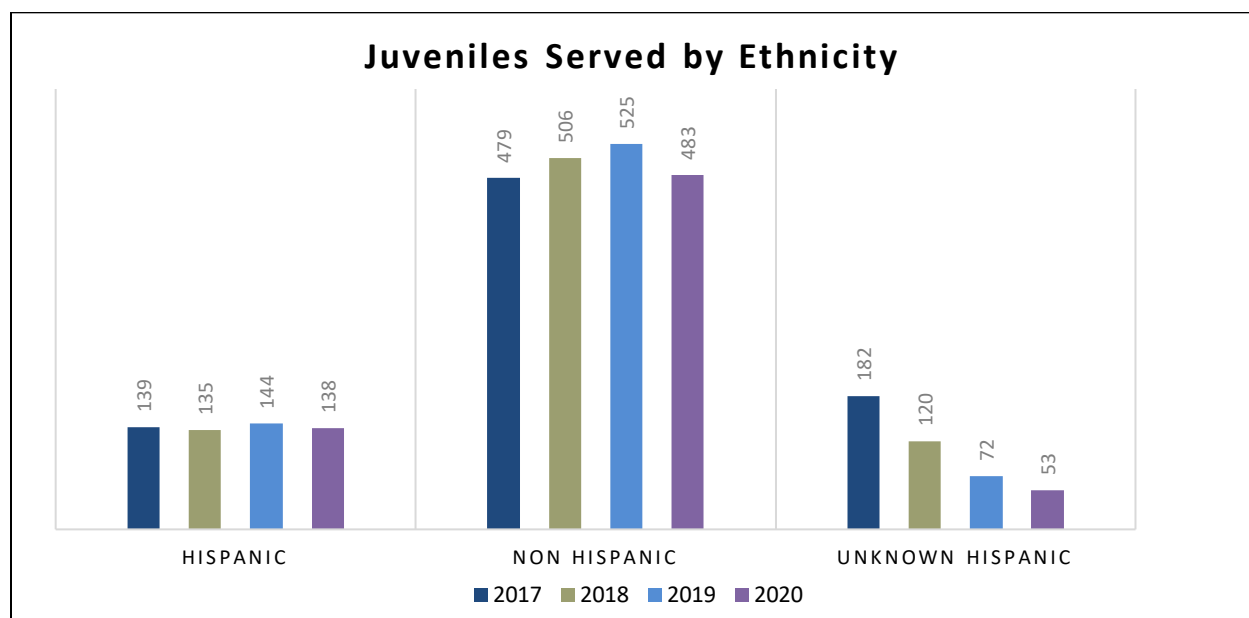
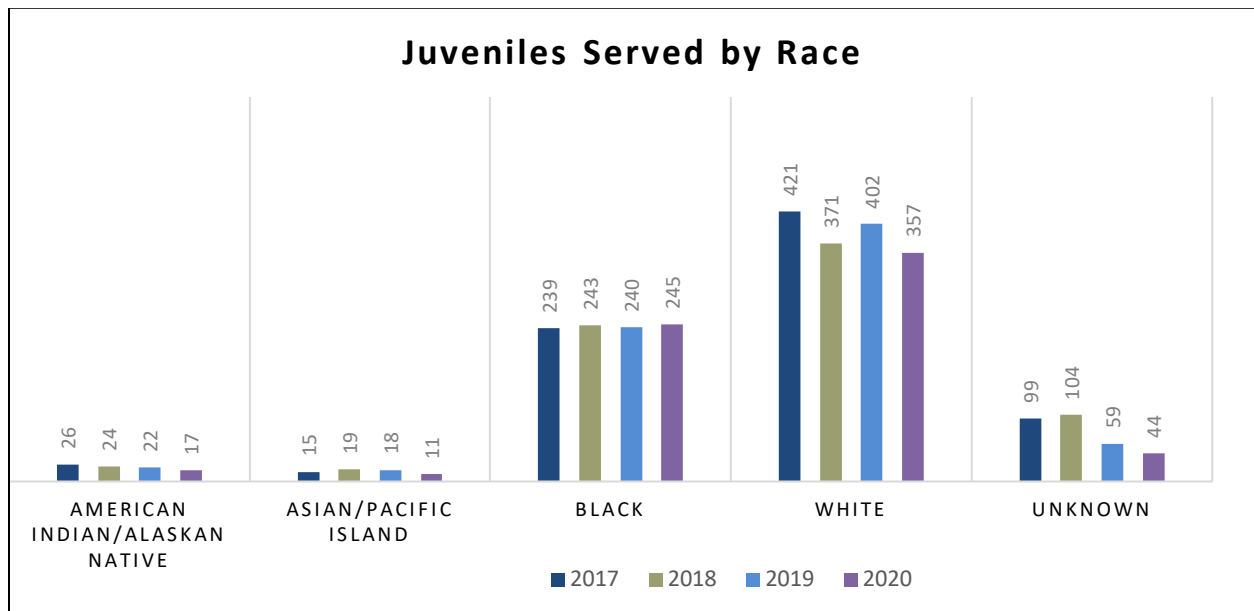


Re-entry planning focuses on client needs, such as securing employment, housing, treatment, counseling, clothing, and/or transportation.

Re-entry Assistance Program (RAP)	2017	2018	2019	2020	2021 Est
# of clients receiving Full Service	146	101	88	69	68
# of clients receiving Slight Service	58	41	40	24	22
# of clients receiving Chemical Health Services	45	49	42	28	6
# of clients receiving Mental Health Services	49	70	59	33	14
# of clients receiving Medical Services	65	72	72	37	2
# of clients receiving Financial Services	74	74	73	43	6
# of clients receiving Employment Services	65	58	60	28	6
# of clients receiving Housing Services	66	65	64	38	6
# of clients receiving Child Support Services	17	10	9	7	2

JUVENILE SERVICES

RACIAL/ETHNICITY POPULATION UNDER SUPERVISION Clients are asked to self-report their race and ethnicity. Dakota County Community Corrections Juvenile Secure and Non-Secure provides provide culturally specific programming. The juvenile section leadership team re-assigned a field agent to work on a special project focused on advocacy for clients of color and their families. Also, probation officers are provided training and resources to provide clients with referrals to programs for specific cultural needs. These numbers represent all clients who are provided with Community Corrections services.





The Juvenile Services Section provides a continuum of supervision programs and services ranging from monitoring for lower risk/low need clients to long term treatment in a secured residential setting, with an emphasis on keeping juveniles in their communities.

ASSESSMENTS AND EVALUATIONS Staff administer various risk assessments to determine a client’s risk factors and program needs. The following risk assessments/evaluations are used:

- **Youth Level of Service/Case Management Inventory (YLS/CMI)** is used for juvenile clients adjudicated on felony, gross misdemeanor, or person misdemeanor offenses, and who are placed on high risk probation.
- **MAYSI-2 (Massachusetts Youth Screening Instrument-Second Version)** is offered to all juveniles coming from court, though families can choose whether to participate, and identifies those at risk for mental health problems and need of immediate attention.
- **J-SOAPs II (Juvenile Sex Offender Assessment Protocol)** is a scale assessment used to estimate risk of sexual re-offense and target treatment needs for youth ages 12 to 18.

Assessments and Evaluations

	2017	2018	2019	2020	2021 Est
# of pre-dispositional investigations	11	16	15	8	8
# of certification/EJJ studies	9	5	0	1	0
# of Extended Detention Determination	9	11	0	0	0
# of MAYSI-2	257	298	360	245	144
# of initial YLSs	148	153	144	97	54
# of YLS reassessments	302	313	293	233	79
#J-SOAPs	19	12	18	14	23

SUPERVISION UNITS AND SPECIALIZED CASELOADS For adjudicated juveniles, supervision assignments are based on individual risk and needs assessments.

High Risk Supervision provides one-to-one contact for clients identified as high risk by the Youth Level of Service/Case Management Inventory (YLS/CMI) instrument.

Gender Responsive Supervision is for high and moderate risk female clients. Case plans target specific needs of female clients, including trauma and victimization.

Drug Court Supervision provides a comprehensive, therapeutic-based, family-oriented program for high risk/high need juvenile clients who have substance abuse issues. The Juvenile Drug Court team consists

of representatives from Corrections, the County Attorney's Office, the Chief Public Defender's Office, school districts, treatment providers, and a judge. Juvenile clients receive high levels of supervision and must successfully complete three program phases in order to graduate. Client progress is monitored at monthly team meetings and court hearings. Sanctions and rewards are administered to encourage progress and address problematic behaviors.

Sex Specific Supervision includes all juvenile clients who have committed sex-related offenses. Clients receive sex specific treatment, are subject to polygraphs, and participate in cognitive behavioral groups.

Moderate Risk Supervision provides supervision to both male and female clients

who score moderate risk on the Youth Level of Service/Case Management Inventory instrument. Client contacts, interventions, and services offered are less intense and frequent than those provided to clients assigned to high risk probation.

Monitoring/Low Risk Supervision involves contact with clients primarily by phone or mail, with emphasis on monitoring compliance with court orders and providing resources and referrals to clients when needed.

Juvenile Supervision Units and Specialized Caseloads

	Number of Client Served During the Year				2020 Average Monthly Unit Caseload Size	2020 Ratio of Staff to Clients
	2017	2018	2019	2020		
*Intensive Supervision	32	32	19	12	*NA	*NA
High Risk Supervision	183	183	179	161	78	1:17
High Risk – Gender Responsive Supervision	70	54	61	54	29	1:19
Drug Court Supervision	14	12	13	26	14	1:14
Sex Offender Supervision	27	83	105	71	31	1:31
Monitoring/Lower Risk Supervision	427	274	282	239	98	1:98
Moderate Caseload	82	65	79	67	25	1:25

**In 2020, the intensive supervision caseload was eliminated.*

JUVENILE PROGRAMS AND SERVICES Community Corrections coordinates a variety of programs and services designed to hold clients accountable, provide opportunities for positive change, and help restore justice to victims and the community.

Non-Residential Programs and Services

	Number of Clients Served			
	2017	2018	2019	2020
New Chance Day Treatment	33	27	34	19
Culturally Specific Community-Based Programs	21	31	49	*6
Targeted Accountability Program (TAP)	27	41	52	43
Disorderly Conduct Diversion	83	99	108	47

** Programming was paused in 2020-2021 due to the COVID-19 pandemic.*



New Chance Day Treatment is a four to six month non-residential program serving high risk male clients ages 14-18. The program offers a cognitive behavioral curriculum as well as daily school, employment preparation, and transition support. Outpatient chemical dependency treatment and therapy is offered on-site. Clients participating in the program needing a higher level of therapeutic services are commonly referred to and participate in Systemic Family Therapy (SFT).

Gender Responsive Non-Residential offers cognitive behavioral curricula and Trauma Therapy when needed to assist female clients in developing competencies related to self-concept and family relationships.

Targeted Accountability Program for Inappropriate Sexual Behaviors (TAP) is a diversion program serving Dakota County youth with inappropriate sexual behaviors who would otherwise be petitioned to court for a sexual offense. The purpose of TAP is to reduce long-term collateral consequences for youth, maintain public safety and provide appropriate assessment, treatment, and supervision, therefore reducing their risk to re-offend.

Community Based Cognitive Behavior Group, The Decision Points Curriculum is an open ended group delivered to juvenile males supervised on high risk probation. The curriculum utilizes role-play demonstrations and other interactive activities. Participants learn how to use critical thinking skills. The curriculum is also used in combination with Voices for juvenile females supervised on gender responsive probation.

Disorderly Conduct Diversion Program is offered in partnership with the Dakota County Attorney's Office as a court alternative for youth arrested on disorderly conduct offenses for the first time, such as brawling or fighting, causing disturbances, or engaging in offensive, obscene, abusive, boisterous, or noisy conduct or language. The diversion program, scheduled one Saturday per month, consists of two parts: juvenile community work crew in the morning, followed by an afternoon victim empathy and emotional regulation class for both the juvenile and their parents. Once the juvenile completes the two program components, their disorderly conduct cases are closed with no charges filed.

Trauma Informed Services are provided to all clients. All staff receive training to understand the effects of trauma and how best to work with clients with histories of Adverse Childhood Experiences (ACES) who continue to struggle with effects of these experiences. These practices are offered to support improved de-escalation practices, better use of positive coping skills and less isolation/restrictive practices. Clients (with family participation) who have been assessed and met criteria for trauma based diagnoses are offered Evidence Based Practice Trauma Focused Cognitive Behavioral Therapy (TFCBT). Currently, each juvenile completes a mental health screening while at the JSC or in the New Chance Program using the Massachusetts Youth Screening Instrument (MAYSI-2). If there is a positive response to the Traumatic Events scale, a Diagnostic Assessment including screening using the University of California, Los Angeles Post Traumatic Stress Disorder Reaction Index (UCLA-RI) may be used to determine whether a referral to a clinician skilled in evidence based trauma specific treatment is needed.



Alternative to Detention (ATD) Foster Homes In September 2019, the county was informed Harbor Shelter, a long-time vendor and most used alternative to secure detention was closing. This left a significant gap in the continuum of services for youth. In collaboration with Dakota County Social Services, Community Corrections worked to recruit already licensed foster homes to provide a safe, stable environment for youth following arrest while they await their initial court appearance. Individuals referred to ATD foster homes do not meet criteria for a secure correctional placement but are unable to return home for a variety of reasons. Maintaining the homes became particularly challenging at the onset of the COVID-19 pandemic. Community Corrections continues to work with Social Services to publicize and present at regular foster care recruitment meetings. In addition, Community Corrections is meeting with members of local faith communities and others where Community Corrections might find motivated candidates. Juvenile Corrections uses two foster care ATD providers regularly and seeks to add at least two others.

Out of Home Placements

	Number of Clients Served				
	2017	2018	2019	2020	2021 Est
Residential Treatment Facility	NA	NA	9	2	4
Foster Care/Group Home	NA	NA	9	25	13
Other Correctional Facility	NA	NA	12	22	14
Short Term Non-Secure/Shelter	NA	NA	52	2	12

**Tracking started for these placements in 2019.*

Juvenile Detention Alternatives Initiative (JDAI) seeks to divert youth away from unnecessary or inappropriate pre- and post-adjudication detention. By emphasizing community-based supervision and accountability for these youth, JDAI: reduces reliance on secure confinement, improves public safety, seeks to reduce racial disparities and bias, and saves taxpayer dollars.

JDAI Clients Served

	Number of Clients Served				
	2017	2018	2019	2020	2021 Est
# of RAIs completed	285	227	202	186	178
# of Juveniles Screened to Release	38	23	24	23	20
# of Juveniles Screened to Detention Alternatives	58	44	36	31	24
# of Juveniles Screened to Detention	189	160	142	132	134



Community Coaches Participants	27	17	32	16	6
School-Based Skills and Leadership Groups	78	62	26	*NA	NA

*Funding for school based skills and leadership groups ended in 2019.

SECURED RESIDENTIAL PROGRAMS AND SERVICES The Juvenile Services Center (JSC) is a 40-bed secured residential facility. It has both detention and treatment services for youth who pose the greatest risk to public safety. The facility serves Dakota County and all other Minnesota counties, the Minnesota Department of Corrections, and tribal communities. The JSC provides both pre-dispositional detention and post-dispositional secured residential correctional treatment services for youth adjudicated for delinquent offenses.

Youth in the JSC are placed in designated court ordered programs, and receive services specific to their needs, to include gender responsive services, culturally specific programming, chemical dependency treatment, sex specific treatment, cognitive behavioral therapy, and mental health services.

The implementation of the Juvenile Detention Alternatives Initiative (JDAI) has significantly reduced the use of residential placements. JDAI requires staff to identify alternatives to detention prior to placing juvenile clients in secured settings, though every effort is made to maintain clients in their homes and communities, some clients must be placed in secured detention. In most instances, clients are only in detention for short periods of time, but when an out-of-home placement lasts longer than 30 days, the Child Screening Team reviews the client’s progress toward completion of treatment goals and develops a transition plan for the client to move from placement back into the community.

Juvenile Residential Programs

	Number of Dakota County Clients Served				
	2017	2018	2019	2020	2021 Est
JSC Detention Program	151	187	191	162	76
JSC Short Term Residential Treatment Program	42	31	41	41	17
JSC Long Term Residential Treatment Program	12	7	11	11	5
JSC Weekend Program	9	15	25	6	0
JSC Gender Responsive Program	5	2	1	3	3

Detention Screening is administered to all juveniles arrested and brought to the secured juvenile facility to determine whether community-based alternatives are more

appropriate than detention. Since 2008, the Risk Assessment Instrument (RAI) has been used to objectively determine clients’ community safety risks and risks of failure to

appear in court. Low risk youth are released to their families and court dates are scheduled at a later time. Moderate risk youth are placed in alternatives to detention (ATDs), while clients considered high risk go to secure detention. Youth placed in secured detention or detention alternatives appear in court within 36 hours.

Alternatives to Detention (ATDs) are used with juveniles whose Risk Assessment Instrument scores indicate community-based alternatives to detention (ATD) are suitable. Options include release to shelter/foster care, release to family on house arrest, release to family with conditions or guidelines for the juvenile to abide by pending court or release with GPS.

JSC Detention Program provides a secure setting for high risk clients awaiting court. While in detention, clients are assessed for basic physical health concerns, mental health issues, and school attendance. Residents participate in Decision Points cognitive/behavioral groups.

JSC Weekend Program is a short-term program for clients, intended to redirect youth who may be struggling on or in violation of probation. This type of placement intervention allows youth to maintain employment, attend school, and participate in other pro-social activities.

Cases are reviewed by a probation officer and the juvenile field supervisor prior to youth being court-ordered to the facility. While in placement, clients program with other youth ordered to short-term programs, and work on cognitive behavioral assignments that address their high-risk behaviors.

JSC Short Term Residential Treatment Program is a court ordered program for high risk clients placed up to 120 days and identified by the Child Placement Team as needing services to address accountability, community safety, and structure. This program includes case planning, education, cognitive curricula, life-skill building, chemical health counseling, client and family therapy, and transition planning.

JSC Long Term Residential Treatment Program is a court ordered program for high risk juvenile clients providing intensive, secure, residential treatment program for six to twelve months. These clients have been assessed by the Child Placement Team as needing services such as case planning, education, cognitive/behavioral curriculum, life-skill building, chemical health counseling, client and family treatment services, and transition planning.

Juvenile Gender Responsive Program is for females in the secured facility and includes trauma-informed programming, anger management, and victim empathy. The program, which can last for up to 120 days, includes case planning, education, cognitive curricula, life-skill building, chemical health counseling, client and family treatment services, and transition planning.

Prison Rape Elimination Act Audit (PREA) was implemented in the JSC procedures in January 2016, to become compliant with the federal Prison Rape Elimination Act (PREA). The facility was audited in November 2016 and January 2020 and passed both compliance audits. PREA requires juvenile and adult detention facilities to meet strict practice and physical standards meant to prevent sexual misconduct.



Victim Restoration Program - Client Repay Crews

	2017	2018	2019	2020	2021 Est
# of clients served	117	78	39	26	0
# of crew hours completed	811	505	396	139	0
\$ value of restitution collected*	\$7,299	\$4,545	\$3,564	\$1,390	0
# of Juvenile Work Crew hours completed	1,704	1,036	589	165	0

**Based on federal minimum hourly wage of \$7.25/hour in 2015; minimum wage of \$9.00/hour in 2016-2019.*

**For most of 2020 and all of 2021 the juvenile work crews did not operate due to the pandemic*

Community Restoration Program - Community Work Service

	2017	2018	2019	2020	2021 Est
# of juvenile clients referred	200	151	534	325	192
# of hours completed	476	1,711	3,159	6,823	6,066

Non-English Speaking Clients - Interpreter Services

	2017	2018	2019	2020	2021 YTD
Spanish	355	369	544	545	377
Somali	34	35	53	65	10
Karen	10	15	52	29	54
Sign/ASL	35	23	46	62	56
Russian	28	17	13	19	7
Tigrinya	0	0	1	2	0
French	0	0	1	1	0
Arabic	1	1	1	20	14
Anuak	0	0	0	1	1
Vietnamese	7	6	7	4	2
Oromo	0	0	0	7	9
Hmong	0	6	8	9	13
Thai	0	0	0	1	0
Taiwanese	0	0	0	4	0
Khmer	0	0	0	1	2
Burmese	0	0	0	1	2
Nepali	0	1	0	1	6
Swahili	0	0	0	4	2
Mandarin	0	1	2	0	11
Filipino	0	1	0	0	0
Cambodian	6	5	0	0	0
Amharic	3	1	0	1	1
Laotian	7	3	0	0	2
Korean	3	0	1	0	0
Fuzhou	0	1	0	0	0
Uzbek	0	2	1	0	0
Ukrainian	0	1	0	0	0
Farsi	0	0	0	0	1
Portuguese	0	0	1	0	0
Tagalog	2	3	0	0	0
Total	491	491	731	777	570

2021 SUPERVISION AND PROGRAM FEE SCHEDULE

Adult Program Fees	
Probation Fees- per file	
Felony	\$369
Gross Misdemeanor	\$369
Misdemeanor	\$282
One Day DWI	\$282 probation fee plus \$125 program fee
Electronic Monitoring	\$11.50-\$14/day (based on landline/cell)
Alcohol Monitoring	\$11/day
Electronic Home Monitoring	\$13.25-15.25/day (based on landline/cell)
GPS	\$14.25/day
GPS Alcohol Monitoring	\$15.25/day
Drug/Alcohol Testing	\$19-\$35
Polygraph-Full disclosure or maintenance exam	\$374
Phone Reporting	\$6/month

Juvenile Program Fees	
Juvenile Service Center per diem	\$281
Juvenile Services Center - Out-of-County Mental Health Per Diem	\$14
GPS	The client's parent(s)/guardian are billed back by E&EA using the parental fee scale
New Chance per diem	\$131 (billable on the parental fee scale)

2022-2025 GOALS

- A. We will enhance public safety and client success.** We continue our work on this through the effective implementation of, Evidence Based Practices (EBP), Integrated Service Delivery and Culturally Specific Programs and Services for our clients.
- B. Inclusion, Diversity and Equity is at the forefront of everything we do.** We continue to examine practice and policy to reduce disparities and work toward justice reform. We are striving to make our staff compliment reflective of the clients and communities we serve and will implement a new hiring, onboarding, and retention process in 2022. The entire hiring process is being examined through an equity lens and will be reshaped to improve access for all.

In November 2021, all staff will be administered the Individual Diversity Inventory (IDI) to receive a personalized score on their cross-cultural competency. Upon receiving their score, staff will have a one on one learning discussion with a trained administrator to understand personal growth areas and to identify development steps moving forward. Management staff completed the IDI in 2020 and by the end of 2021, all Community Corrections staff will have completed the assessment. By the end of March 2022, our goal is for the department to complete the one on one sessions with a trained administrator.



- C. We will measure the effectiveness of our programs and services, focusing on the reduction in recidivism for clients under our supervision.** We will assist clients by providing the interventions needed to promote behavior change and assist clients in obtaining desired services to maintain a healthy, stable lifestyle in the community.

- D. We will review the emerging needs of our clients and families to ensure appropriate programming and services to meet their needs.** Through research and data analysis, we will regularly review the demographics, program, and service needs of clients and families to meet their changing needs and complexities, and we will engage partners in the Criminal Justice System, the Community Services Division, and the community in this effort.

- E. We will provide staff training, resources, and technology needed to perform their jobs effectively and safely.** We will focus on providing effective safety training for our staff members while working in our offices, the secured facility, and in the field. We will continue to provide technology and tools for staff working virtually.

2022-2025 STRATEGIES

Strategy: Practice Model and Evidence Based Practices - Continue to implement the Dakota County Practice Model while integrating the department's Evidence-Based Practices (EBP) plan in daily case management and client interaction by evaluating and measuring staff work to improve and better inform training needs.

- **Process Measures: Practice Model Phase 2**
 - **Ongoing Coaching**
 - Number and percentage of Adult practice model staff that record one client from start to six months
 - Number of observation sessions conducted by a supervisor/EBP Coordinator of Juvenile practice model staff
 - **1:1 Cognitive Behavioral Interventions**
 - Creation of SharePoint Site with Cognitive Intervention that staff can access
 - Number and percentage of practice model staff participating in Cognitive Behavioral COPs
 - **Assessment Feedback**
 - Number and percentage of practice model staff observed or recorded providing assessment feedback to clients

- **Process Measures: Evidence Based Practices Elements-**
 - **Motivational Interviewing (MI)**
 - Percentage of Dakota County Probation Officers employed more than one year who have completed MI training
 - Percentage of staff that has shown improvement in their proficiency score from 2020-2021 compared to 2018-2019
 - **Assessments**
 - Number of peer-reviewed adult client LS/CMI assessments completed by the Intake and PSI Units
 - Increase in YLS/CMI proficiency score by juvenile agents in 2021 compared to 2019
 - **Interventions: Cognitive Groups and Incentives and Sanctions**
 - Number of adult and juvenile clients referred to cognitive behavioral groups in 2021 compared to 2020
 - Number and percentage of cognitive sessions observed and evaluated by staff trained in evaluating cog sessions and facilitators
 - Number and percentage of staff trained in cognitive curriculums
 - Number and percentage of staff trained as cognitive skills facilitators
 - Number of adult and juvenile clients who received gift card incentives
 - Virtual Cognitive groups held in 2020 and 2021

- **Outcome Measures: Practice Model Phase 2 and Evidence Based Practices Elements**

- Percentage of high-risk clients with two or more completed assessments that had decreased assessment scores during probation
- Number and percentage of probation officers achieving overall assessment proficiency score as defined by the Statewide Proficiency Scoring exercise
 - Number and percentage of adult Intake and PSI unit improving assessment proficiency score as defined by the Statewide Proficiency Scoring exercise
- Number and percentage of cog participants who successfully complete the program
- Percentage of surveyed adult high risk clients reporting use of skills learned in cog groups
- Percentage of surveyed juvenile clients reporting use of skills learned in cog groups
- Percentage of high-risk clients who recidivated while on supervision
- Percentage reduction of in-county clients who have a probation violation that results in an executed sentence
- Ratio of Sanctions Conferences to number of violations

Strategy: Facilitate meaningful family and youth engagement in broad justice system improvement efforts. Dakota County has long partnered with individual families and youth on their case plans and skill development. These partnerships present opportunities for Community Corrections – to find ways to draw on the experiences and wisdom from justice system-involved families and youth to improve system responsiveness.

- **Process Measures**

- Administer client satisfaction surveys for juveniles and their parents
- Number and percentage of clients with parental/guardian representation at staffing meetings

- **Outcomes Measures**

- Number and percentage of juveniles and parents reporting positive experiences with Community Corrections staff, programs, and services

Strategy: Expand, develop, and support a continuum of options for alternatives to detention (ATDs) for youth so, as much as possible, they remain in their communities.

Corrections plans to partner with Dakota County Social Services in two areas: 1) to recruit, train, and support foster homes whose role will be to care for and transport youth to and from court in the time between arrest and first appearance; and 2) to develop, with a contract service provider, a temporary shelter for youth who may not be appropriate for ATD foster homes.

In addition to the foster care settings, Corrections will continue to support current and pursue expanded services and working agreements with community-based resources such as libraries, community coaches, faith communities, and youth/family service organizations to provide pro-social activity options.

- **Process Measures**

- Number of youth referred to ATDs

- Average length of stay in ATDs
- Number of youth referred to at least one community-based pro-social activity
- **Outcomes Measures**
 - Number and percentage of released juveniles who fail to appear for their first court appearance
 - Increase in percentage of use of detention alternatives for youth
 - Percent of youth/families surveyed who report positive experiences with pro-social activities
 - Percent of probation officers surveyed who report youth being connected to pro-social activities

Strategy: Assure the Risk Assessment Instrument (RAI) is valid and reliable in terms of predicting which youth should be detained, put on a detention alternative, or released before their first court appearances. In addition, assure the RAI is fair in terms of race and ethnicity. The RAI has been in use since 2008. Over the years, law enforcement, court and probation practices have changed, but the RAI has only had one minor change. These are indications it may be outdated, including a recent history of scores indicating release or ATDs being overridden to secure detention. Further, though the total number of youth detained remains significantly smaller now than in 2008, the share of youth of color detained remains high.

- **Process Measures**
 - Complete RAI Validation Study and make revisions as necessary
- **Outcomes Measures**
 - Reduction in percentage of RAI overrides

Strategy: Advocacy for clients and family of color – To effectively engage, build trust, and support our clients of color, the youth and family advocate will provide voluntary advocacy services to include information about criminal justice system processes, culturally specific referral and support, and opportunities for youth leadership development. The youth and family advocate ensures the voices of our clients and families wants and needs are communicated to service providers including court system partners and probation.

- **Process Measures**
 - Re-assign a field agent to work on a special project focused on advocacy for clients of color and their families
 - Identify a community services liaison in each department to provide information, resource, and services to community corrections clients
 - Number of clients youth and family advocate served
 - Number of culturally specific resources identified by youth and family advocate
 - Number of referrals made to contracted (service agreements) and non-contracted community organizations for family members
 - Number of client staffings attended by the youth and family advocate

- Develop a client satisfaction survey for clients and their families being served by youth and family advocate
- **Outcome Measures**
 - Percentage of probation violations for youth served by youth and family advocate compared to those who are not
 - Percentage of out of home placements for youth of color served by youth and family advocate compared to those who are not
 - Number and percentage of clients and families reporting, via a survey, satisfaction with services

Strategy: Adult Gender Specific Caseload – To meet the specific needs of female clients, Dakota County will utilize gender specific caseloads for high risk, supervised release, domestic abuse, and sex offender clients. Probation officers with all-female caseloads will receive training in gender specific and trauma-based services for women involved in the criminal justice system.

- **Process Measures**
 - Number of clients assessed with the WRNA tool
 - Number and percentage of case plans addressing the needs identified in the WRNA assessment
 - Percentage of the types of sanctions received by gender-specific clients
 - Number and percentage of clients who participate in Gender Specific Cognitive Groups
- **Outcome Measures**
 - Ratio of Sanctions Conferences to number of violations
 - Percentage of clients who successfully complete gender-specific cognitive programming
 - Percentage of clients who demonstrate a reduction in risk assessment score

Strategy: Pretrial Release Program – Probation Officers will monitor clients court ordered to the pretrial release program. The probation officer will ensure the client understands conditions of release, offer support and resources, monitor the case, and provide reminders of upcoming court dates. The goal of the program is to increase the likelihood of a client’s appearance at the next court hearing and to reduce the likelihood of pretrial crime.

- **Process Measures**
 - Ongoing assessment of eligibility criteria for participation in pretrial programming and supervision needs that meets client’s needs
 - Develop a client satisfaction survey for clients on the pretrial release program
 - Increased collaboration with partner agencies to further define responsibilities of service delivery
- **Outcome Measures:**
 - Number of clients released for pretrial programming within established timeframe
 - Number and percentage of clients who attend their next scheduled court hearing

- Number and percentage of clients who remained crime free during their pretrial release
- Number and percentage of cases that settled at the review hearing
- Number and percentage of pretrial clients reporting, via a survey, satisfaction with services

Strategy: Services for Veterans Involved in the Criminal Justice System – Community Corrections and Veteran Services will collaborate to provide effective interventions for justice involved veterans. Within designated probation supervision units, one probation officer will supervise veterans and will coordinate with the Veterans Service Office specialized treatment plans and service referrals. Dakota County will join the Carver County Veteran Treatment Court in 2021.

- **Process Measures**

- Develop and implement a referral process to County Veteran Services
- Number of criminal justice system involved veterans referred to County Veteran Services
- Develop and implement data entry standards related to veterans receiving services from Corrections and County Veterans Services
- Collaborate with partners from County Veterans Services and Veterans Administration to develop process for staffing meetings and treatment plans
- Number of staffing meetings
- Number of staff participating in training for veteran needs and services
- Collaborate with Carver County Veteran Treatment Court justice partners to develop process for staffing meetings and treatment plans
- Develop a client satisfaction survey for veterans involved in the criminal justice system

- **Outcome Measures**

- Number and percentage of Corrections clients receiving services from County Veterans Services
- Number of referrals to the Veteran's Treatment Court
- Number of clients who successfully completed Veteran's Treatment Court
- Number and percentage of veteran clients reporting, via a survey, satisfaction with services
- Number and percentage of veteran clients reporting improved domain areas, as identified by pre- and post- client questionnaires

Strategy: Safety Training - Ensure staff members are well trained to do their work and to be safe in the office, facility, and in the community.

- **Process Measures**

- Percentage of staff participating in field safety
- Percentage of staff control tactics/ Controlled F.O.R.C.E.
- Percentage of staff emergency response trainings

- Percentage of staff participating in First Aid/CPR Training
- **Outcome Measures**
 - Number of staff hurt or injured during work
 - Number of staff reporting on survey feeling safe and well trained when working in the field, secured facility, and in the office

STATE OUTCOME MEASURES

OUTCOME 1 - COMMUNITY SAFETY

Indicator

1. % of felony clients with new felony convictions while under supervision

	2017	2018	2019	2020
% of adult clients	15%	14%	20%	13%
% of juvenile clients	4%	12%	8%	7%

Responsible Authority The Minnesota Department of Corrections (DOC) in cooperation with local correctional agencies.

Comments: Corrections has been collecting felony recidivism data since 1996. Data is collected by reviewing MNCIS records for clients discharged in the reporting year. Offense dates occurring during the time the client was on supervision, and subsequent convictions, are used to calculate percentages.

OUTCOME 2 - RESTORE THE CRIME VICTIM

Indicators

1. # of cases with restitution ordered

	2017	2018	2019	2020
# of adult cases	471	231	211	166
# of juvenile cases	83	60	56	44

**Change in process based on restitution ordered by court in 2018.*

2. # of cases with restitution paid in full at time of discharge

	2017	2018	2019	2020
# of adult cases	266	103	87	96
# of juvenile cases	95	63	48	48

3. % of cases with total restitution paid in full at time of discharge

	2017	2018	2019	2020
% of adult cases	55%	89%	39%	37%
% of juvenile cases	82%	79%	86%	92%

Responsible Authority The State Court Administrator is the responsible authority in cooperation with local corrections agencies for the first three indicators. Each correction agency is responsible for data collection and analysis for the fourth indicator.

Comments: The survey instrument used was designed with input from Corrections’ staff members, Dakota County’s Victim Justice Council and Dakota County’s Office of Planning and Analysis.

OUTCOME 3: COMMUNITY RESTORATION

Indicators

1. # of Sentencing to Service (STS) days ordered

	2017	2018	2019	2020
# of STS days ordered	7,999	6,562	5,732	2,569

2. # of hours and \$ value of Sentencing to Service (STS) projects completed based on federal minimum hourly wage of \$10.00

	2017	2018	2019	2020
# of STS hours completed	45,987	44,274	41,603	16,160
\$ value of STS hours completed	\$413,883	\$398,466	\$416,030	\$161,600

3. # of clients with Community Work Service (CWS) ordered

	2017	2018	2019	2020
# of adult clients	295	316	322	168
# of juvenile clients	200	151	534	325

4. # of clients and % of clients completing Community Work Service (CWS) upon discharge

	2017	2018	2019	2020
# of adult clients	195	126	128	73
% of adult clients	67%	68%	90%	81%
# of juvenile clients	164	112	146	126
% of juvenile clients	82%	89%	98%	96%

Responsible Authority The DOC in cooperation with local corrections agencies.

Comments: Corrections has collected STS and CWS program data using the Work Service Module within the CSTS. In 2017, adult client CWS data tracking was transitioned to conditions.

OUTCOME 4: DEVELOP CLIENT COMPETENCIES AND ASSIST CLIENTS TO CHANGE

Indicators

1. # of initial assessments and reassessments completed

	2017	2018	2019	2020
# of adult initial assessments	1,311	1,373	1,241	726
# of adult reassessments	430	640	462	315
# of juvenile initial assessments	148	153	144	97
# of juvenile reassessments	302	313	293	233

2. % of case plans developed addressing factors relating to criminogenic needs

	2017	2018	2019	2020
% of adult case plans	83%	100%	93%	34%
% of juvenile case plans	78%	97%	93%	90%

3. % of clients obtaining/maintaining employment while under supervision

	2017	2018	2019	2020
% of adult clients	71%	74%	70%	66%
% of juvenile clients	40%	40%	43%	40%

4. % of clients obtaining/maintaining education while under supervision

	2017	2018	2019	2020
% of adult clients	29%	14%	13%	11%
% of juvenile clients	96%	95%	87%	95%

5. % of felony clients convicted of a new felony offense within one year of discharge

	2017	2018	2019	2020
% of adult clients	5%	4%	3%	3%
% of juvenile clients	14%	6%	10%	8%

Responsible Authority Local corrections agencies in cooperation with DOC.

Comments: Corrections utilizes the LS/CMI for assessing adult clients, and the YLS for juvenile clients. Risk assessments identify criminogenic risk/need factors and are used as strategies for case planning during supervision. Recidivism following discharge from supervision is verified through review of MNCIS record.

INFORMATION SYSTEMS

Dakota County Community Corrections uses a variety of state and county information systems to manage caseloads and for statistical and outcome reporting, emphasizing data security and integrity.

System	Description
Bureau of Criminal Apprehension (BCA)	Criminal history information on clients
Criminal Justice Information Integration Network (CJN)	Electronic access to criminal justice and law enforcement information from state and local jurisdictions; Juvenile Services Center staff schedules
Court Services Tracking System (CSTS)	Client, case, and victim data; specialized modules for sex offenders, Work Service, the Probation Service Center, and Intrastate Transfers
Department of Vehicle Services (DVS)	Clients' license and traffic violation information
Interstate Compact Offender Tracking System (ICOTS)	Interstate transfers of clients
Juvenile Data Mart	Information on Risk Assessment Instruments (RAI) and detention alternatives
JSC Accident & Incident Reporting System (AIRS)	JSC accident/incident reports
Livescan Fingerprint Tracking	Fingerprint information
Minnesota Court Information System (MNCIS)/MGA	Court information on clients
OnBase	Electronic administrative and client case files

Statewide Supervision System (SSS)	Risk assessment data; client data accessible by criminal justice agencies
Better Impact	Volunteer and intern information

GRANTS, SUBSIDIES, REIMBURSEMENTS

Grants	Source	FY 2022	FY 2023
Intensive Supervised Release (Adult) To provide intensive supervision of adult clients who have completed their prison sentences and have been released to the community.	Minnesota Department of Corrections	\$149,700	\$149,700
Re-entry Services and Halfway Housing (Adult) To fund re-entry services and halfway housing for clients transitioning back into the community after incarceration.	Minnesota Department of Corrections	\$45,000	\$45,000
Remote Electronic Alcohol Monitoring (Adult) To provide alcohol monitoring for clients in the Safe Streets First program or with DUI/DWI-related offenses.	Minnesota Department of Corrections	\$43,000	\$43,000
Sentencing to Service (Adult) To provide an intermediate sanction program allowing clients referred by the Court to work on community	Minnesota Department of Corrections	\$94,386.90	\$97,596.06

improvement projects.			
Sex Offender Programming (Adult) To provide treatment services to clients convicted of sex offenses.	Minnesota Department of Corrections	\$75,230	\$75,230
Adult Treatment Court To provide services to adult drug court clients such as diagnostic assessments, therapeutic services, additional drug testing, and incentives. Also, may be used to pay for current staffing costs and National Drug Court training.	MN First Judicial District Court	\$116,000	\$116,000*
Juvenile Treatment Court To provide services for juvenile clients who are referred to Drug Court.	MN First Judicial District Court	\$106,000	\$106,000*
Ignition Interlock (Adult) To fund ignition interlock for Safe Streets First, Adult Drug Court and other DWI offense clients.	Minnesota Department of Public Safety – Office of Traffic Safety	\$22,500	\$22,500*

**Approximate; final grant amount has not been determined*

Subsidies	Source	FY 2022	FY 2023
Community Corrections Act (CCA) Subsidy	Minnesota Department of Corrections	\$5,142,000	\$5,142,000*

**Approximate; final subsidy amount has not been determined.*

Reimbursements	Source	FY 2022	FY 2023
Sex Offender Assessment To fund psychosexual evaluations provided to the Court for clients who have been convicted or charged with an eligible offense.	Minnesota Department of Corrections	\$700/evaluation	\$700/evaluation
Polygraph Eligibility To fund polygraphs that are mandatory conditions of supervision for clients on probation, supervised release, or conditional release as a supervision tool.	Minnesota Department of Corrections	Up to \$350 per polygraph	Up to \$350 per polygraph

Number of probation officer positions funded by Department of Corrections grants	
Intensive Supervised Release Probation Officers	1.9 FTE

CONTRACTS

Community Corrections contracts with vendors to provide services to adult and juvenile clients and support for the Department.

Service Contract	Contractors
<p>Brief Counseling (Juvenile) Provides 12 hours of therapeutic service focused on family conflict resolution including developing crisis and safety plans, use of community resources, and emotional regulation skills.</p>	<p>Evolve Adoption Services; Life Development Resources, PA; Your Vision Achieved</p>
<p>Chemical Dependency Treatment Services (Juvenile) Provides licensed outpatient chemical dependency treatment for clients in the Juvenile Services Center. The program consists of individual, group, and family chemical dependency therapy.</p>	<p>Nystrom and Associates, Ltd.</p>
<p>Chemical Dependency Wrap-Around Dual Diagnosis Facilitation Services (Juvenile) Provides individualized, unified systems planning and informal support services for youth with dual diagnosis chemical and mental health needs.</p>	<p>FamilyWise Services; Nystrom and Associates, Ltd.; Life Development Resources</p>
<p>Cognitive Behavioral Based Services Provides Driving with Care and Thinking for a Change education for adults.</p>	<p>Create</p>
<p>Community Reintegration Services (Juvenile) Provides family and community-based services to juveniles and their families.</p>	<p>Nexus-FACTS Family Healing; Life Development Resources, PA; Nystrom and Associates</p>
<p>Culturally Specific Services for Youth and Families (Juvenile) Provides juvenile clients and their families with problem-solving and coping skills to improve behavior at home and community/school in a culturally competent manner.</p>	<p>Kente Circle, LLC</p>
<p>Community Coaches (Juvenile) Partners juvenile clients with community members to explore pro-social activities.</p>	<p>DoorStep;Revival Training LLC</p>
<p>Domestic Abuse Education Program (Adult) Provides therapy sessions and translation services to men convicted of domestic abuse.</p>	<p>La Oportunidad, Inc. (Spanish only)</p>
<p>Drug Testing (Adult/Juvenile) Provides urinalysis testing to determine drug or alcohol use.</p>	<p>RS Eden/RSI Laboratories</p>

<p>Educational Services (Juvenile) Provides a school program for juvenile clients at the Juvenile Services Center and New Chance Day Treatment Program.</p>	Intermediate School District #917
<p>Electronic Home Monitoring (EHM)/Global Positioning System (GPS) (Adult/Juvenile) Provides staff and equipment to manage EHM for adult clients and GPS for juvenile clients.</p>	Midwest Monitoring and Surveillance, Inc.
<p>Employment Services (Adult) Assists high risk adult clients to obtain and maintain employment.</p>	Residential Transitions, Inc.
<p>Forensic Psych Evaluations Provides forensic psychological evaluation services.</p>	Associated Clinic of Psychology
<p>Gender Specific Cognitive Life Skills Groups (Juvenile) Provides a curriculum that helps female clients develop competencies related to self-concept and family relationships.</p>	Nexus-FACTS Family Healing
<p>Halfway Housing and Housing Search (Adult) Provides housing for high risk clients on a temporary basis.</p>	Frazier Recovery Homes
<p>Ignition Interlock Services (Adult) Provides individuals' court ordered into the Safe Streets First (SSF) program who may not be able to afford the opportunity to drive to work and treatment obligations while using the ignition interlock device to test for alcohol use.</p>	Consumer Safety Technology, LLC (dba Intoxalock)
<p>Motivational Interviewing (MI) Critique and Coaching (Adult/Juvenile) Assists probation officers in developing competencies in MI.</p>	J-SAT Inc.
<p>One-Day DWI Program Services (Adult) Provides a first-time misdemeanor DWI client program.</p>	River Ridge, LLC; Accurate Testing (Spanish only)
<p>OnSite Therapeutic Services (Juvenile) Provides individual trauma therapy to youth at the JSC who have high rates of mental health concerns and experiencing traumatic events.</p>	Nexus-FACTS Family Healing Life Development Resources, PA
<p>PbS Performance Based Standard (Juvenile) Provides coaching and onsite training, site visits, improvement planning, data quality review and consultation, and strategic review of issues to promote long-term sustainability in our juvenile center.</p>	PbS Learning Institute, Inc.
<p>Phone Reporting Services (Adult) Provides adult clients in the Probation Service Center (PSC) with a method to check-in regarding progress of their</p>	Fieldware, LLC

probation conditions using a telephone automation system.	
Polygraph Testing Services (Adult/Juvenile)	Wold Polygraph
Psychological Services (Juvenile) Provides psychological screenings and assessments of juvenile clients.	Acumen Psychology; Headway Emotional Health; Katheryn Cranbrook; Mary Kenning, PhD; Nystrom and Associates; Dr. Robert J. Roddy, MD; Treehouse Psychology, PLLC; Wisconsin Lutheran Child & Family Service, Inc.
Psychological/Sexual Evaluations (Juvenile) Provides sexual – psychological evaluations of juvenile sex offenders.	Acumen Psychology; Wisconsin Lutheran Child & Family Service, Inc.
Rule 20 Evaluations (Juvenile) Provides evaluations related to court proceedings.	Acumen Psychology; Mary Kenning, Ph.D.; Katheryn Cranbrook
Safe Streets First (Adult) Provides driving curriculum and alcohol monitoring for repeat DWI clients in Dakota County.	Create, Inc.
Self-Regulation Services (Juvenile) Provides juveniles self-regulation groups to teach techniques to help with focus, de-escalation, and overall wellbeing.	1000 Petals, LLC/Move Mindfully
Sentence to Service (Adult) Operate a program allowing clients referred by the Court to work on community improvement projects often in lieu of jail time.	Cities of Apple Valley, Burnsville, Eagan, Farmington, Inver Grove Heights, and Lakeville; Dakota County Transportation Dept; Dakota County Parks Dept; General Security Services Corp.; Independent School District #197; MnDOT
Sex Offender Assessments (Adult) Provides psychological and psychosexual evaluations of adult sex offenders.	Alpha Emergence Newpath Mental Health Services; Project Pathfinder, Inc.; Sturges, Courtney

<p>Sex Offender Treatment Services (Adult) Provides outpatient treatment for adult male perpetrators of sexual abuse or assault.</p>	<p>Alpha Emergence Life Development Resources Newpath Mental Health Services; Project Pathfinder, Inc.;</p>
<p>Sex Offender Treatment Services (Juvenile) Provides treatment to juveniles in the secured facility and community.</p>	<p>Alternatives in Healing, LLC; Wisconsin Lutheran Child & Family Service, Inc.;; Your Vision Achieved</p>
<p>Systemic Family Therapy (Juvenile) Provides intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juvenile clients.</p>	<p>Nexus-FACTS Family Healing Life Development Resources; Nystrom and Associates, Ltd.</p>
<p>Transportation (Juvenile) Provides transportation for juveniles and their families to/from court, probation meetings, etc.</p>	<p>GAPP Services, Inc.</p>

BUDGET

MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
 (nearest dollar)

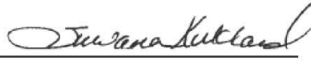
County/Group: Dakota
Budget Year: FY2023 CY2022

Consolidated Budget


FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				17,988,517
Service & Contractual				3,657,521
Travel				117,239
Training				56,530
Supplies & Materials				191,435
Capital Outlays				0
*Other Services (specify below)				0
Direct Budgeted Expenses	5,099,312	13,671,271	3,240,659	22,011,242
Use of State Institutions	0	0	0	0
Total Budgeted Expenses	5,099,312	13,671,271	3,240,659	22,011,242

Minimum County/Group Level of Spending Current Year: 1,077,101
 Percent of County budget 8%

Community Corrections Administrator

Name/Title/Signature: Suwana Kirkland, Community Corrections Director 
 Address: 1 Mendota Road, West St Paul, MN 55118
 Telephone: 651-554-6065

Financial Officer

Name/Title/Signature: Paul Sikorski, Budget Manager 
 Address: 1590 Hwy 55, Hastings, MN 55033
 Telephone: 651-438-4612



**MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET**
(nearest dollar)

County/Group: Dakota
Budget Year: CY 22

Consolidated Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				17,988,517
Service & Contractual				3,657,521
Travel				117,239
Training				56,530
Supplies & Materials				191,435
Capital Outlays				0
*Other Services (specify below)				0
Direct Budgeted Expenses	5,099,312	13,671,271	3,240,659	22,011,242
Use of State Institutions	0	0	0	0
Total Budgeted Expenses	5,099,312	13,671,271	3,240,659	22,011,242

Minimum County/Group Level of Spending Current Year:	<u>1,077,101</u>
Percent of County budget	<u>8%</u>

<i>For Internal Use Only:</i>	
Fiscal Services Grant Administrator Approval & Date	_____
Date Notified Grants Administrator	_____



**MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET**
(nearest dollar)

County/Group: Dakota

Budget Year: CY 22

Budget for Subsidy Program: Administration

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				2,378,334
Service & Contractual				150,194
Travel				20,588
Training				28,063
Supplies & Materials				147,973
Capital Outlays				0
*Other Services (specify below)				0
Direct Budgeted Expenses	466,877	1,251,700	1,006,575	2,725,152
Use of State Institutions				0
Total Budgeted Expenses	466,877	1,251,700	1,006,575	2,725,152

Budget for Subsidy Program: Training

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Adult Facilities

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0



MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
 (nearest dollar)

County/Group: Dakota
 Budget Year: CY 22

Budget for Subsidy Program: Adult Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				9,019,669
Service & Contractual				1,474,543
Travel				51,422
Training				15,392
Supplies & Materials				8,563
Capital Outlays				0
*Other Services (specify below)				0
Direct Budgeted Expenses	2,612,333	7,003,672	953,584	10,569,589
Use of State Institutions				0
Total Budgeted Expenses	2,612,333	7,003,672	953,584	10,569,589

Budget for Subsidy Program: Court & Field Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Evaluation Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0



**MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET**
(nearest dollar)

County/Group: Dakota
Budget Year: CY 22

Budget for Subsidy Program: Jail Programs

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Juvenile Facilities

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				3,493,541
Service & Contractual				453,529
Travel				2,525
Training				7,223
Supplies & Materials				34,899
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	816,277	2,188,440	987,000	3,991,717
Use of State Institutions				0
Total Budgeted Expenses	816,277	2,188,440	987,000	3,991,717

Budget for Subsidy Program: Juvenile Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				2,523,539
Service & Contractual				1,564,460
Travel				39,704
Training				3,901
Supplies & Materials				0
Capital Outlays				0
*Other Services (specify below)				0
Direct Budgeted Expenses	1,042,679	2,795,425	293,500	4,131,604
Use of State Institutions				0
Total Budgeted Expenses	1,042,679	2,795,425	293,500	4,131,604



**MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET**
(nearest dollar)

County/Group: Dakota

Budget Year: CY 22

Budget for Subsidy Program: Residential Programming

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Non-Residential Programming

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				573,434
Service & Contractual				14,795
Travel				3,000
Training				1,951
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	161,146	432,034		593,180
Use of State Institutions				0
Total Budgeted Expenses	161,146	432,034	-	593,180

Budget for Subsidy Program: Parole Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0



MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
 (nearest dollar)

County/Group: Dakota

Budget Year: CY 22

Budget for Subsidy Program: Probation Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Service & Contractual

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Specialty Court (Drug, DWI, ETC)

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0



MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
 (nearest dollar)

County/Group: Dakota

Budget Year: CY 22

Budget for Subsidy Program: Supervised Release Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

Budget for Subsidy Program: Other-

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				0
Use of State Institutions				0
Total Budgeted Expenses	-	-	-	0

*OTHER SERVICES (FUNDING SOURCE SPECIFIED)		
Program Name	Description	Amount
Total		0

NOTES:
