

DAKOTA COUNTY COMMUNITY CORRECTIONS 2020-2021 COMPREHENSIVE PLAN



DAKOTA COUNTY

COMMUNITY CORRECTIONS

2020-2021

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

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DIRECTOR'S VISION

I am pleased to bring forward Dakota County's 2020-2021 Community Corrections Comprehensive Plan. This plan represents the significant and tireless work of the dedicated professionals of Dakota County Community Corrections. Without them, our work and this plan are not possible.

My pride in the Community Corrections Department goes without saying. I am grateful for the women and men who work here and are committed to our clients and their families. Staff work steadfastly to help clients achieve stability and to thrive within their communities as autonomous, independent, and valued contributors.

As the third largest county in Minnesota, Dakota County is changing rapidly. The population continues to grow and diversify creating a need for new, different, and improved service delivery. It is my vision for our department to keep pace with the evolving demographics and be prepared to meet the needs of the changing population.

The field of Corrections in Minnesota is at a crossroads. On the horizon are conversations related to how we develop the next generation of tools to assess risk, need, and responsivity for our clients along with serving the highest risk in the most appropriate way. We have seen the need to expand our vision to include families of both adults and juveniles in order to create an environment that is conducive to the whole family thriving and growing.

We must acknowledge and understand the inequities that exist in the criminal justice system and our delivery of services and fight to eliminate them. We must partner and integrate with other agencies and players in the criminal justice system to define a common goal for our outcomes, one that is strongly rooted in equity, public safety, and helping our clients to achieve their maximum potential. All of these goals should be achieved using the least restrictive methods in order to create trusting relationships that forge partnerships. This approach allows our clients and their families to have a voice in their path and actively participate in their service provision.

In Dakota County we are working towards these goals by examining the role of probation officers. We are seeking qualities, values, skills, and knowledge for our agents to be "change coaches." We want the staff who work here to represent the clients and families we serve. We want to integrate and partner with all aspects of government, the criminal justice system, and the community to create the most responsive system possible for our clients and families. We want to embrace technology where possible, serve the highest risk and needs clients and not over serve those who do not need it. We want to carry out our mission with dignity and respect for all we serve and build trusting relationships and partnerships that create lasting change. I believe the plan presented here creates a clear pathway for us to continue our great work in a key partnership with the Minnesota Department of Corrections.

Brian Kopperud
Director

COMMUNITY CORRECTIONS MISSION STATEMENT AND VALUES

The graphic features a background image of a tree-lined street with cars. Overlaid on this is a large blue rectangle containing the mission statement and values. The text is in white, with the mission statement in a larger font. The values are listed in a smaller font at the bottom of the blue rectangle.

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

2018-2019 DEPARTMENT HIGHLIGHTS

PERFORMANCE-BASED STANDARDS (PBS) AUDIT The Juvenile Services Center (JSC) is in its third 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. To complete PbS reports, the JSC compiles information from JAIMS, CSTS, the Accident/Incident Reporting System (AIRS), OneSolution (for timesheets), OnBase, ISD #917 records, and surveys of residents, their families, and JSC staff. 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 to both remind staff members to record critical information, and to more easily pull individual and summary level data. The new system has assisted in the development of critical incident reports that show incident trends. The JSC recently achieved Level 2 of the PbS performance tiers.

PRISON RAPE ELIMINATION ACT (PREA) AUDIT The JSC implemented procedures in January, 2016, to become compliant with the federal Prison Rape Elimination Act (PREA), and passed its first compliance audit in November, 2016. PREA requires juvenile and adult detention facilities to meet strict practice and physical standards meant to prevent sexual misconduct. The act provides guidelines for staff training and resident education, data collection and reporting, and for detecting and responding to incidents. To achieve PREA compliance, the JSC:

- Revised its screening process and forms to better identify juveniles at risk for either being a victim or a perpetrator of sexual misconduct.
- Overhauled JSC policies and procedures to ensure PREA compliance, including installing doorbells at the entrance of all living areas to announce the presence of staff.
- Installed secure system for submitting PREA reports.
- Created a memoranda of agreement with the Dakota County Sheriff's Office, Regina Hospital, and 360 Communities to assist with any PREA criminal investigations, treatment, and reporting.
- Upgraded the video monitoring system and added additional cameras to increase overall safety of staff and youth.

Now it is standard procedure for all youth who enter the JSC to view a video about PREA upon intake and once per week thereafter for the duration of their stay. JSC managers oversee annual PREA training for JSC staff and contractors who work (even if for only a few hours) in the facility. The JSC posts its annual PREA reports on the Dakota County public website.

To remain compliant with PREA standards, the Juvenile Services Center must complete an audit every three years. The JSC will complete its second audit in January, 2020.

NATURAL RESPONSE CONTROL TACTIC (NRCT) DEPARTMENT SERVICES STAFF

Natural Response Control Tactic (NRCT) training has been a requirement for department probation staff. Administrative staff members have traditionally been provided de-escalation training and basic safety training that seemed aligned with their job functions. Over the last year, one of the Department's NRCT trainers developed a safety curriculum that incorporates de-escalation techniques as well as NRCT disengagement moves that are most likely to be helpful in front desk positions. The NRCT Trainer provided two large group trainings, one of de-escalation techniques and another to demonstrate disengagement techniques that would be the most likely to be useful in their positions. The trainer then provided onsite demonstration and instruction at each location to assess and address risks that these staff could encounter as the first point of contact for the department. These trainings will be conducted on an annual basis and are now a requirement for Administrative staff.

MOTIVATIONAL INTERVIEWING (MI) DEPARTMENT SERVICES STAFF The Department has expanded Motivational Interviewing (MI) training to Administrative staff making it a requirement that all staff in the department participate in some level of training. This requirement was made for several reasons. Firstly, Administrative staff are the first point of contact for the department and the skills gained in MI can be beneficial during the initial client interaction. Secondly, many Administrative staff promote into probation positions. Having received training assists in the interview process and also provides the hiring manager with a better prepared and trained new hire. At minimum, Administrative staff are required to attend a four hour session on MI to gain an understanding of the principles, concepts, and terminology. Administrative staff are offered the opportunity to complete the entire MI I and MI II sessions, resulting in completing two tapes with clients for review and feedback. Staff and supervisors work together to determine the appropriate level of MI training completed based on the staff member's position, interest and career goals. This movement is aligned with the Department's work in the Practice Model and continued focus on Evidence Based Practices (EBP).

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. The mentor program is targeted to start as a pilot by the end of 2019 with three mentors and three youths. 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.

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 JDAI 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.

DIVERSION PROGRAMS The adult section started two new diversion programs during 2018 and 2019. Community Corrections worked with the Community Crisis Response Committee (CCR) to develop a diversion program for first time domestic abuse charges. The program includes probation supervision, Domestic Violence Screening Instrument (DVS), domestic treatment programs, drug testing, and if appropriate, chemical dependency treatment.

Community Corrections partnered with the Dakota County Attorney's Office in developing and implementing a diversion program for individuals charged with a controlled substance offense. The program is unique in that it targets clients after their second controlled substance offense. Since per statute, clients receive a mandatory stay of adjudication on their first offense, we targeted the second offense for diversion. Clients that successfully complete the diversion program will have the charges dismissed. The program includes probation supervision, chemical dependency treatment, drug testing, and other conditions as directed in the diversion order.

SENTENCE TO SERVICE (STS) Dakota County Community Corrections Sentenced to Service (STS) has partnered with the Chore Services Program for close to twenty years. The Chore Services Program aims to support residents in maintaining independent living in the community. Recipients of the Chore Services Program include elderly and disabled neighbors in need of assistance with household chores. These tasks, which are typically too cumbersome for the recipient, involve lawn maintenance and snow removal – responsibilities that some of our neighbors might not be able to complete without assistance.

The Chore Services Program is typically accessed through the broader umbrella of "Help to Stay at Home." A number of referrals come via waived services in Dakota County Social Services. Each Monday, during the summer months, STS Crew Leaders prepare mowers and weed whippers, pick-up assigned crew members, and provide lawn maintenance for eight to ten eligible residences during that day. During the winter months, the STS crews clear out snowfalls of two-inches or more from designated residents' sidewalks and driveways.





The average Dakota County resident whom receives assistance from the Chore Services Program is aided by approximately 40-hours of labor in a calendar year; at least \$400.00 of annual services per household served. Dakota County Community Corrections Sentenced to Service partnership with the Chore Services Program provides an opportunity for crew members to repair harm by giving back to the community. In turn, residents receive support to maintain independent living in their community.

PEER SUPPORT While compassion and empathy are believed to be necessary for building rapport to more effectively work with clients and victims of crime, 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. 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. Peer support targets the normalization of the impacts of trauma, provides immediate support, and is made up of colleagues whom can relate to the issues unique to the profession. 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.

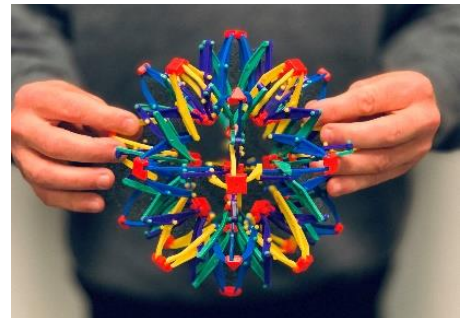
Peer Support is offered as a standard protocol following personal or work related events that are correlated with increased levels of stress or trauma exposure. Although participation in peer support is voluntary, the benefits to doing so are significant to validate the experience, as well as reduce long-term negative impacts from the various trauma exposure of the job, and reduce cumulative stress.

YOGA CALM Dakota County Juvenile Services Center received financial support from Dakota County's integrated mental health and family services collaborative, the **Dakota County Collaborative**, for programming in the JSC that helps youth manage their emotions. Dakota County Collaborative is committed to having a continuum of mental health services for youth countywide. The Collaborative governing board is especially interested in services that help youth across multiple environments and want to support the transition of youth from the JSC back to their schools in the community.

Beginning in 2018, the JSC contracted with 1000 Petals to train staff at the JSC campus (secure facility, New Chance Day Treatment, and the facility school on trauma-informed practices for use in the JSC School and programs. A review of mental health screenings of youth placed at the JSC suggested that up to 80% of the 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. 1000 Petals has trained educators, therapists, parents, and adults working with youth on how to integrate mindfulness, movement, and social/emotional learning activities into schools, hospitals, detention centers, and therapeutic settings. Some Dakota County schools have contracted with 1000 Petals and are using the same approaches in their settings as are being taught at the JSC.

1000 Petals staff facilitates self-regulation groups twice per week at the JSC in the classrooms 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. Nearly 150 surveys have been completed, with **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.



2018-2019 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.



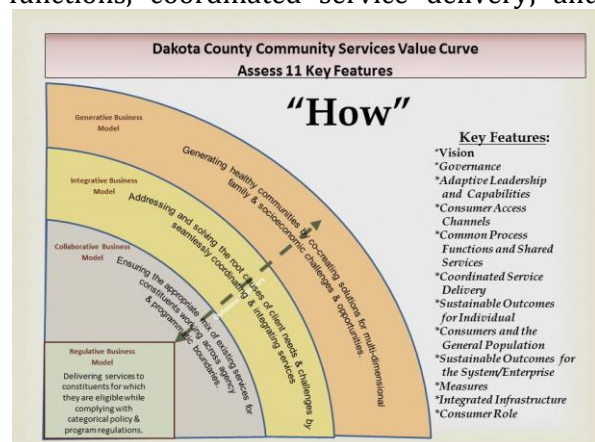
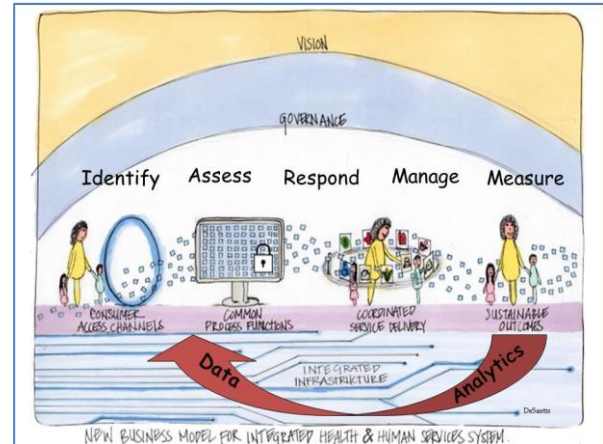
This business model, an integrated health and human services system, focuses on streamlining consumer access channels and identifying common process functions to provide coordinated service delivery, ultimately affecting sustainable outcomes. Analytics and data are used in the early stages of consumer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

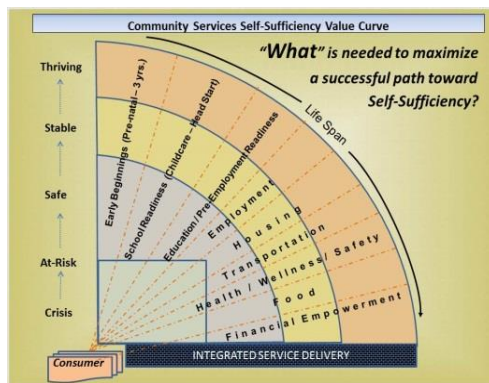
The Value Curve has four layers:

1. The *Regulative Business Model* is a basic business model delivering mandated services with a compliance focus.



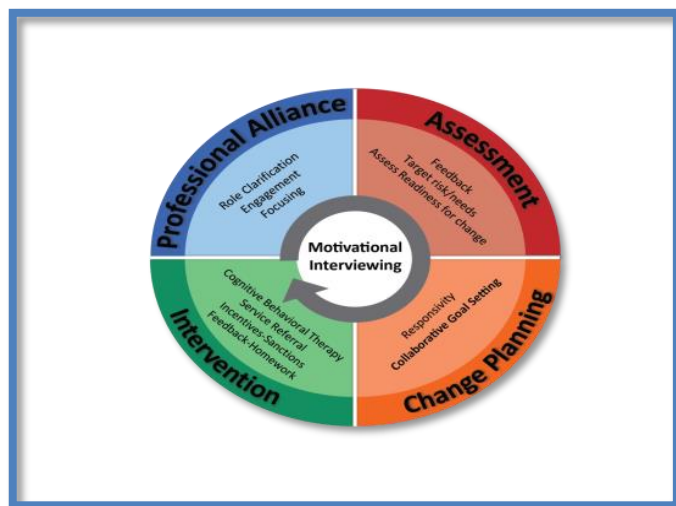
2. The *Collaborative Business Model* ensures a mix of services, information sharing, wrap-around support and new policies and procedures to improve outcomes.
3. The *Integrative Business Model* focuses on seamless service delivery, a strong use of data and connection of programs addressing the root causes of client/client needs.
4. 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.

PRACTICE MODEL One of the key pieces in creating the groundwork for the first version of the practice model included drafting "blue prints" of how the leadership team was going to integrate and deliberately blend EBP innovations into a trainable and coachable model. In other words, the team wanted EBP elements to be understood and executed as on-going and re-occurring processes rather than discreet silos. To initiate this, the practice model leadership team chose to incorporate four EBP elements into the first version of the practice model: Professional Alliance, Assessment, Intervention and Change Planning. These elements were chosen based on the training already implemented in our department and based on the emerging and highly iterative process observed in other corrections agencies' models. Although these EBP elements are each emphasized more heavily at various stages of supervision than others, it is the vision that they will all be used not just more than once, but repeatedly and in convergence with one another over the course of supervision as the professional alliance grows. In order to illustrate this, the team created a visual design to



highlight the four elements in a way that models how agents can also “pivot” between the elements with the use of motivational interviewing to continuously strengthen intrinsic reasons for change.

Once the key elements of the practice model were identified, the leadership team chose to focus on developing a coaching capacity to support implementation and ongoing practice and feedback on use of blending and pivoting between EBP innovations. In partnership with JSAT, we adopted the COVE (Coaching Options that are Versatile and Effective) coaching model. In this model, 14 elements are used to effectively move through the processes of motivational interviewing to collaboratively identify adaptive change targets and skill deficits followed by co-creatively designing skill rehearsals that can be modeled and practiced in 1:1 office visits. Initially, the leadership team received formal training on the COVE coaching model which included practice and immediate feedback on our coaching skills. Following the training, the leadership team divided into triads to form communities of practice wherein the COVE model was taken for a “test drive.” As the team practiced coaching each other, the value in this particular model emerged and it was agreed having a “road map” to lead agents to 1:1 cognitive behavioral interventions was necessary for our employees and our clients.

In August 2017, additional staff was trained in the COVE coaching model and the use of mini communities of practice for ongoing coaching development was replicated. At that time, 24 people were participating in peer coaching triads or quads. In November 2018, 32 additional staff completed COVE coaching training followed by peer coaching practice, on all levels, including the director and senior management team.

As coaching capacity developed, staff and supervisors were also participating in separate communities of practice to delve into the four basic innovations of the practice model. Large-scale formal trainings were purposefully avoided in order to elicit deeper conversations around combining EBP innovations to formulate a set of processes that come together in a way that more closely mimics how people naturally change, one step and one interaction at a time. While this was occurring, it became increasingly evident close attention needed to be paid to staff’s responsivity factors and individual levels of EBP proficiency.

Recognizing staff learns new innovations in different ways, a focus on individual learning plans emerged as leaders in the department considered how to provide more support to those practicing the model. In July 2019, all staff participating in the practice model completed a self-assessment survey to identify individual strengths and growing edges pertaining to their own use of EBP innovations. The results of the assessments will be utilized by staff and supervisors to increase self-awareness and create individual learning plans. Supervisors will coach staff to support adaptive change processes and co-create ways to model and rehearse skills in 1:1 supervisor and probation officer meetings; a parallel process to the practice model.

WHOLE FAMILY A Whole Family Approach requires systems- schools, mental and physical health care, employers, law enforcement, social service and faith organizations- to collaborate with each other and partner with the youth and his or her family. While Community Corrections works with clients to reduce risk to commit new crimes, we now actively partner with others to ensure the strength and health of the entire family as our most impactful intervention.

The core principles of a Whole Family Approach include:

- View the family as a whole system and understanding how action and change in one part of the system impacts others.
- Work from a strengths perspective; allowing the client and family to identify their “gold standard” for healthy living.
- Provide honest and genuine feedback to families.
- Ensure services are intentional, directed toward the goals clients and their families identify and specifically address their case plan.
- Community and divisional partnerships serve as vehicles for much of the service delivery, are initiated by the family and coordinated by the community corrections case manager.

The Community Corrections Department began preparation for a pilot at the New Chance Day Treatment Program last July, 2017. A key part of Whole Family approach was the development of the Family Strengths and Needs Assessment. Now, as soon as New Chance staff determine an effective alliance has formed with the youth/family, staff introduces the Whole Family Approach by helping the entire family (including the youth, siblings, significant others) see how setting its own goals and describing its own “gold standard” of living, they are planning for success. New Chance then uses the Family Strength and Needs Assessment to help the youth/family identify its own strengths and needs, as well as action steps. The process is facilitated by a New Chance case manager and a program therapist.

Following completion of the assessment, the case manager and program therapist help the family facilitate connections with Dakota County staff from other departments and with community resources. These connections are not just phone numbers and referrals, but are, instead, active hand-offs, followed by ongoing coaching to help the family access the resources.

New Chance staff members significantly increased their contact with parents and are conducting planned, intentional home visits involving entire families.

A whole family approach has never before been implemented in a Community Corrections setting. There was not a road map or guidebook for implementation. The success of the pilot relied heavily on the dedication of staff and their commitment to improved outcomes.

In May 2018, The National Association of Counties (NACO) recognized Dakota County and the Whole Family implementation at New Chance as “best in category” for innovation in Criminal Justice and Public Safety.

Due in large part to the success of the piloted approach, there are plans underway to expand the use of whole family at the Dakota County Juvenile Service Center and with Dakota County Community Corrections clients supervised on high risk probation in both the adult and juvenile field.

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.

In late 2016, Dakota County was awarded the Minnesota Housing Trust Fund Rental Assistance Grant (MHFA), which is collaboration between the Dakota County Housing Manager, Community Corrections, and the Dakota County Community Development Agency (CDA), and is designed to help formerly incarcerated clients reintegrate into communities through rental assistance funding. Assistance will help corrections clients secure stable housing and reduce recidivism. Eligible uses include temporary rental assistance, security deposits, fees, and housing related expenses for individuals released from correctional facilities to community supervision. In addition, the client is provided on-going support to maintain stable housing. Basic requirements include:

- Exiting or recently exited from prison (could be staying in transitional housing or other temporary emergency housing)
- On Supervised Release
- Income eligible (60% of median income for metro area)
- Are unable to connect to housing assistance and resources (does not qualify or scores low on coordinated entry)
- Are likely to be self-sufficient in two years



Upon location of a unit, DCCC completes a full application and forwards the information to the CDA, which then determines whether the unit meets compliance requirements, such as verifying legal rental unit, fair market rent, lease requirements, HAS inspection, and completes rental assistance paperwork.

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 to provide transitional housing for 60-90 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. *Welcome Homes* 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 2 funds.

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 a culturally competent workforce. To address these goals, Community Corrections has offered several required training events as well as smaller group discussions, Authentic Dialogues, around race related issues. All Community Corrections staff were required to attend three half-day training sessions on each of the following:

- 1) Micro-Aggressions
- 2) Implicit Bias
- 3) Diversity Awareness and Inclusion (Power and Privilege)

Authentic Dialogues are structured conversations intended to help you reflect, explore, and learn more about yourself and others in a supportive environment. Our discussions focus on race, culture, and equity. Conversations center on a prepared topic and are guided by trained facilitators to bring the group to a deeper understanding of each other's perceptions and experiences. The goal of our Authentic Dialogues is to enhance our ability to connect cross-culturally with colleagues and people served in our programs. The intent is to discover together more about our own beliefs so we can move from shared information to personal transformation. Topics for Authentic Dialogues included; It's a Privilege to be Here (college enrollment), Neighborhood Watch, Are Some People More Equal Than Others?, and Affirmative Action.

RISK ASSESSMENT INSTRUMENT (RAI) Since 2008, whenever law enforcement brings a young person to the JSC whether for a new offense, probation violation, or warrant, Community Corrections uses the Risk Assessment Instrument (RAI) to determine whether the youth safely remain in the community until their first court appearance. Managers have met once per week since 2008 to review the previous week's RAIs, making changes to the information tracked as needed, and also using RAIs to train and retrain staff as needed. In 2018-19, Corrections renewed quality assurance efforts with the RAI:

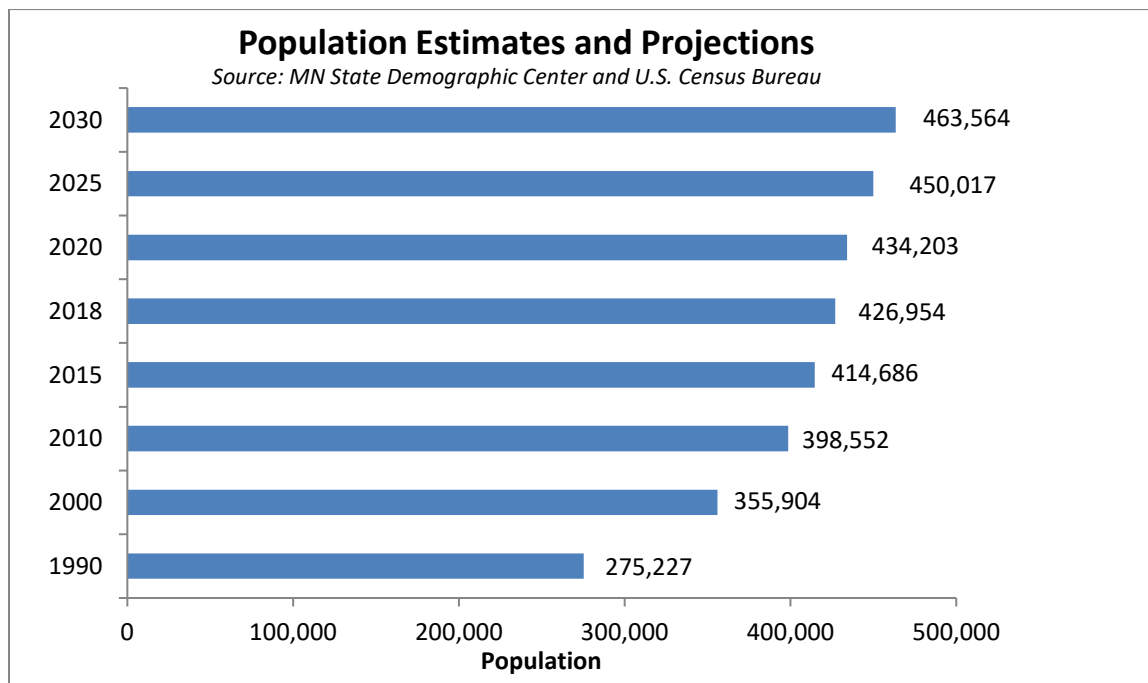
- Compiled issues, concerns, and decisions that are used during the weekly reviews to assure consistency RAI-to-RAI and week-to-week. This information was also included in a revised RAI training manual.
- Revised the RAI training manual with assistance of Juvenile Services Center staff responsible for the RAIs.

In addition to assuring consistent implementation of the RAI, staff members were concerned with unexpectedly high rates of detention (for example, 76% in April, 2019) and RAI score overrides to higher levels of confinement (for example, 47% in April, 2019). Staff brought the concerns to the Eliminating Racial Disparities (ERD) Committee for study and comparison of the RAI to others around the country (Hennepin and Ramsey counties, MN; Arizona; Cuyahoga and Starke counties OH, Johnson County IA; Madison, Marion Counties, Porter and Tippecanoe counties IN, Nebraska, and South Dakota). The group revised and began testing an updated version of the RAI and plan to have the tool validated every two years to ensure reliability.

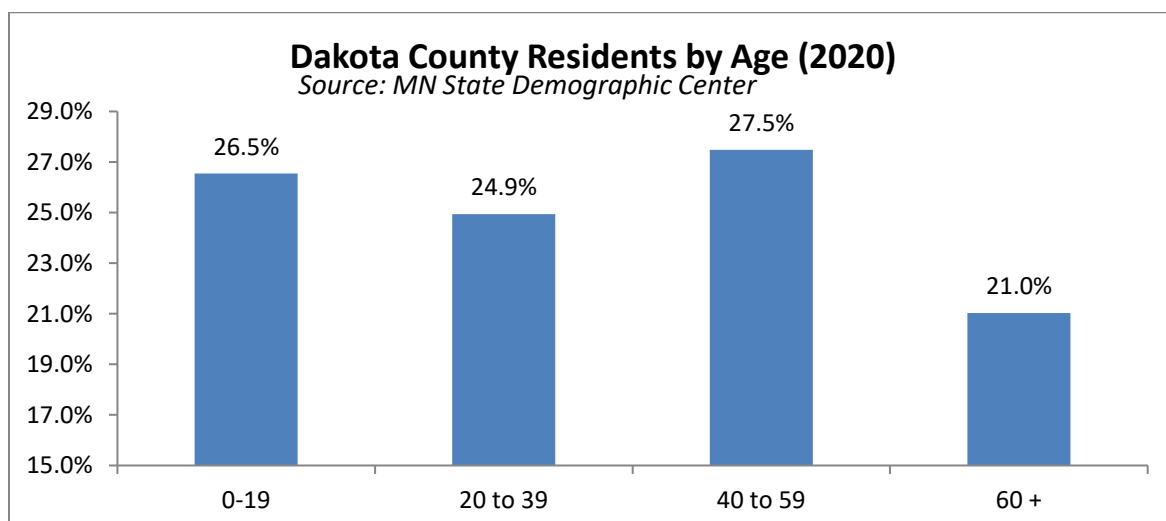
DAKOTA COUNTY OVERVIEW

COUNTY POPULATION Dakota County is the third largest Minnesota county, with an estimated population of 422,580 according to the 2017 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.

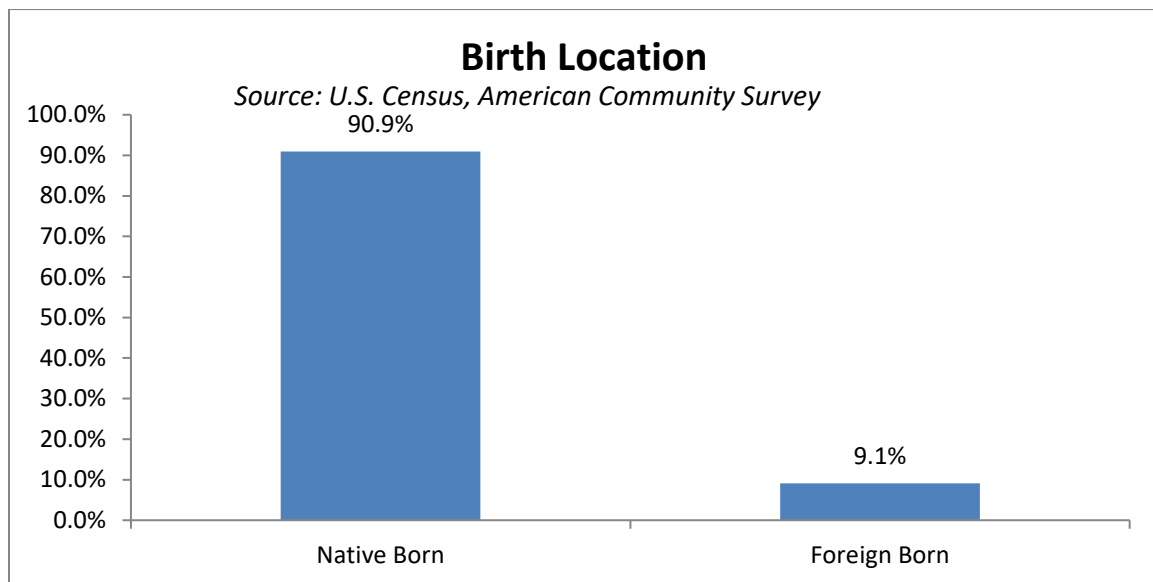
Dakota County gained 24,028 residents (6%) between 2010 and 2017, and the Minnesota State Demographer projects the county will add an additional 11,623 residents by 2020.



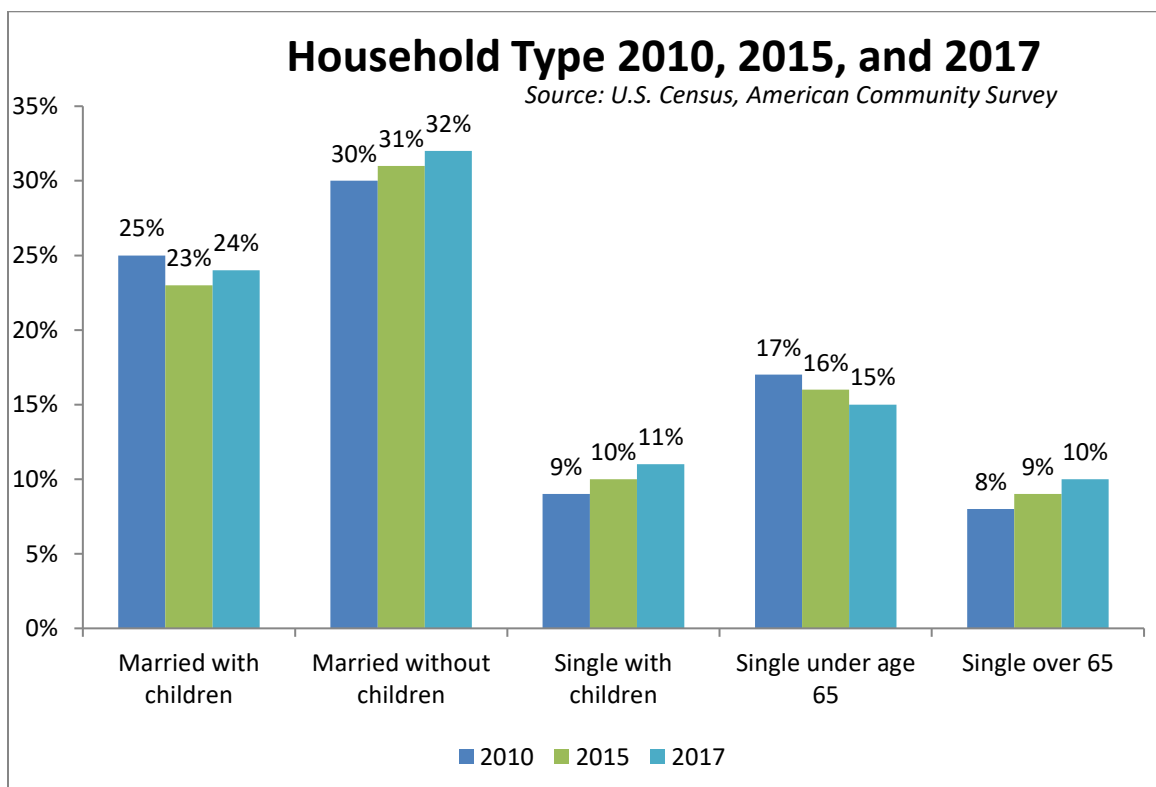
AGE The projected majority of Dakota County residents (27.5%) are of working age (40-59 years old), and 21.0% are of retirement age (60+). 26.5%, are under the age of 19.



Residents of Dakota County are primarily native born (90.9%) compared to foreign-born (9.1%).



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.

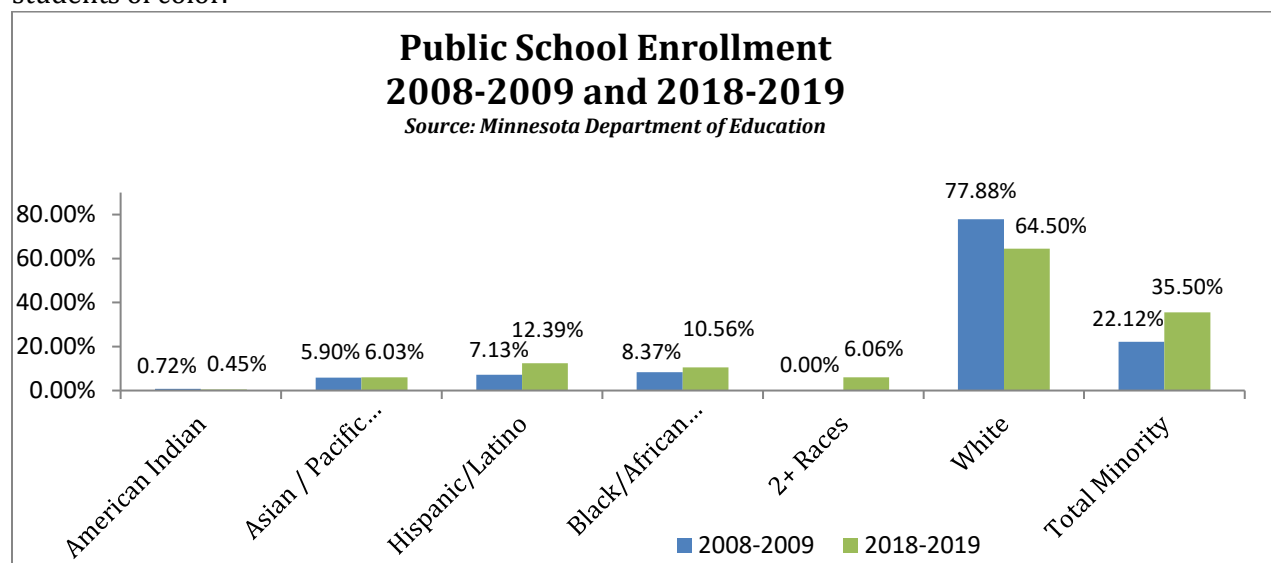


RACIAL AND ETHNIC DIVERSITY Dakota County is a predominantly white county, with white residents comprising 83.07% of all residents. However, diversity has increased as the proportion of county residents has increased over the last few years. From 2015 to 2017, the number of white residents decreased by 1% while the number of persons of color rose by .78%.

Dakota County Population Change, Race and Ethnicity					
Race:	2015	%	2017	%	Change (percentage points)
White	343,642	84.13%	344,459	83.07%	-1.06%
Black/African American	21,308	5.22%	23,507	5.67%	0.45%
American Indian/Alaska Native	1,248	0.31%	1,056	0.25%	-0.05%
Asian	18,647	4.57%	19,581	4.72%	0.16%
Native Hawaiian/Other Pacific Islander	51	.001%	204	0.05%	0.04%
2+ Races	12,697	3.11%	13,675	3.30%	0.19%
Other/Unknown	10,863	2.66%	12,173	2.94%	0.28%
All Persons of Color	53,951	13.21%	58,023	13.99%	0.78%
Ethnicity:					
Hispanic	23,324	6.44%	28,020	6.76%	0.31%
Non-Hispanic	382,132	93.56%	386,635	93.24%	-0.31%
Total Population	408,456		414,655		

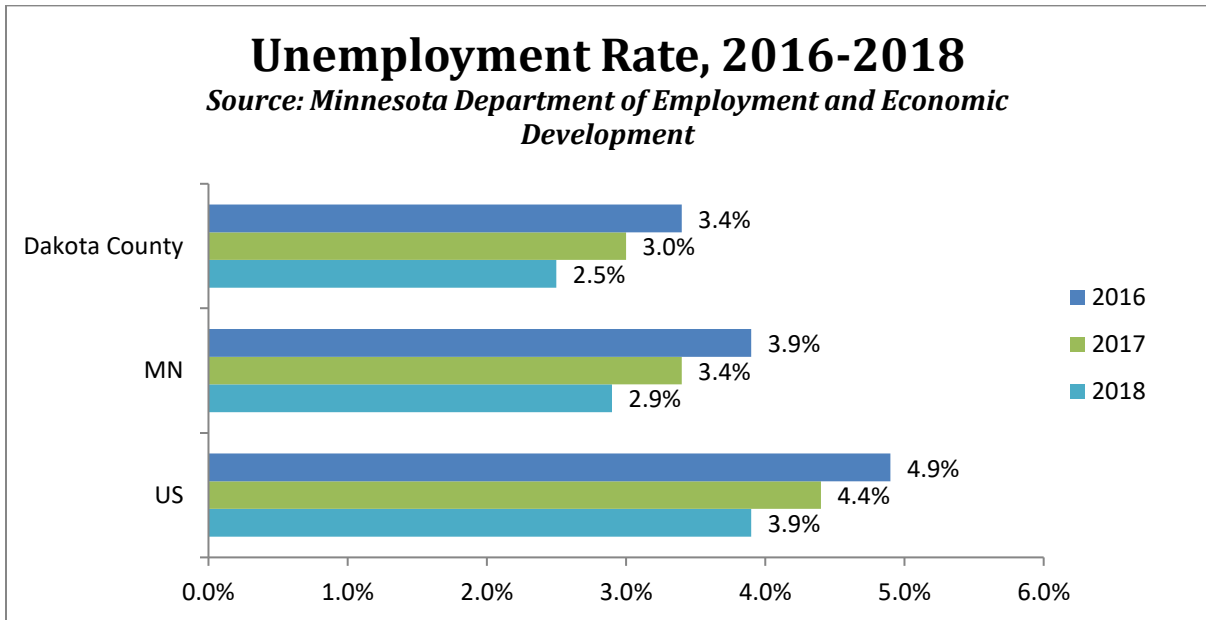
Source: U.S. Census

During the 2018-2019 school year, 36% of Dakota County public and charter school students were students of color.

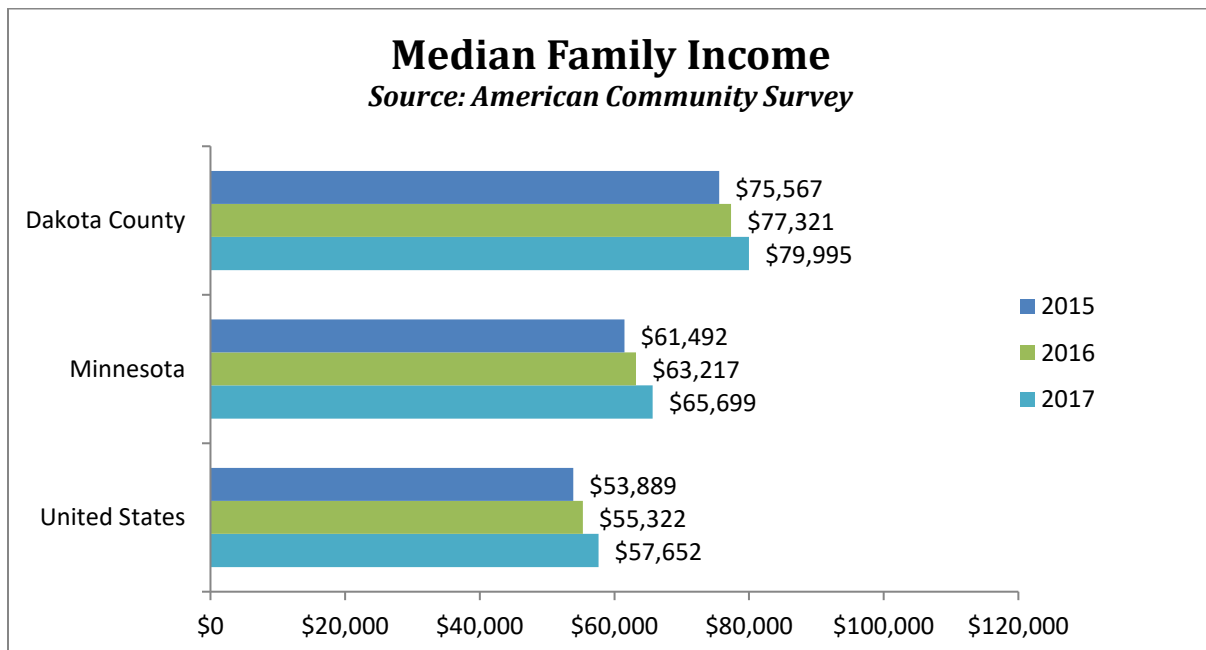


ECONOMY Dakota County experiences better economic conditions compared to the state of Minnesota and the United States as a whole. Both the unemployment rate and the poverty rate are lower, while the median income is higher.

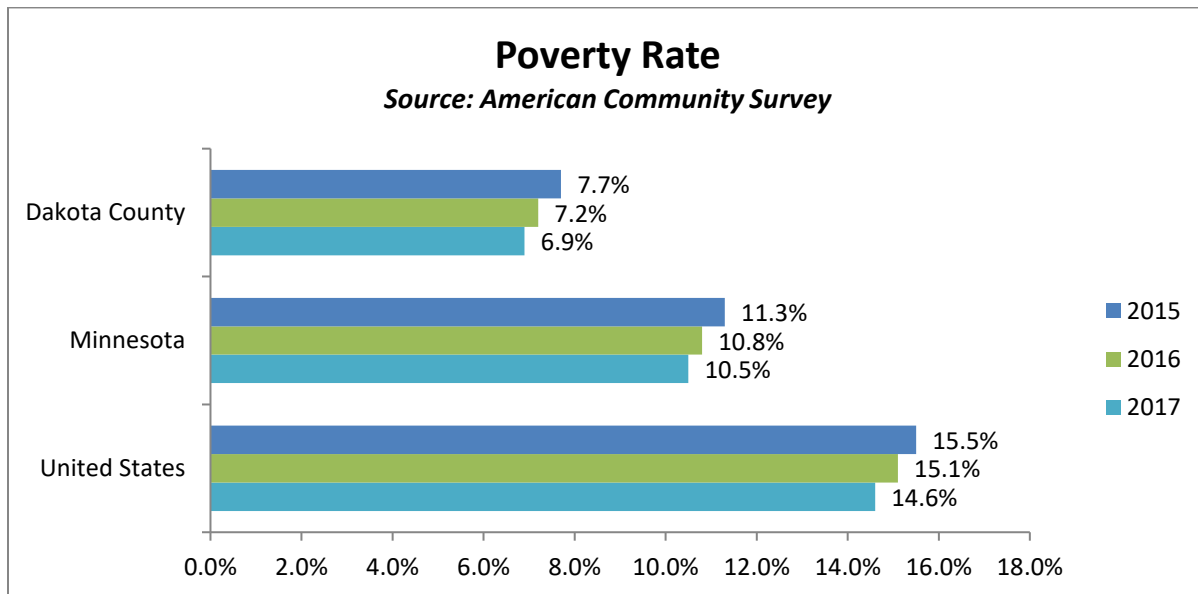
As of January 2018, Dakota County dipped below 3% unemployment, the rate generally considered by economists to be “full” employment, where it has remained since.



Each year from 2015 to 2017, median family income rose in Dakota County, Minnesota, and nationwide, reflecting a continuous period of economic growth.



From 2015 to 2017, the poverty rate declined in Dakota County by almost one percentage point from 7.7% to 6.9%. The poverty rate also declined nationally and statewide in a similar pattern.



COUNTY STATEMENT OF ORGANIZATIONAL VALUES

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.



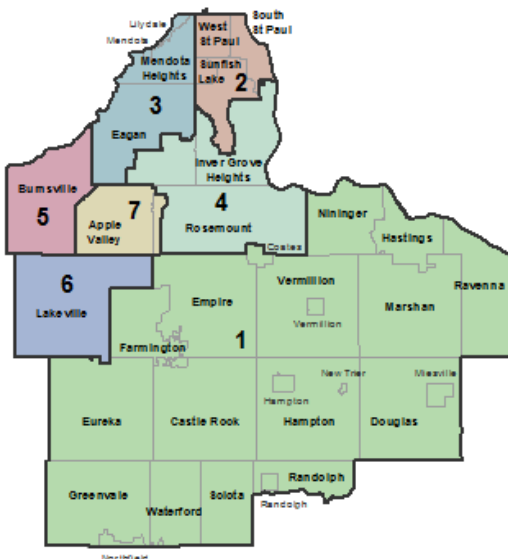
Front row (from left to right): Mary Liz Holberg, Liz Workman (chair) Kathleen A. Gaylord, Back row: Mike Slavik, Thomas A. Egan. Chris Gerlach and Joe Atkins.

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:

- *Administration/Finance/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.

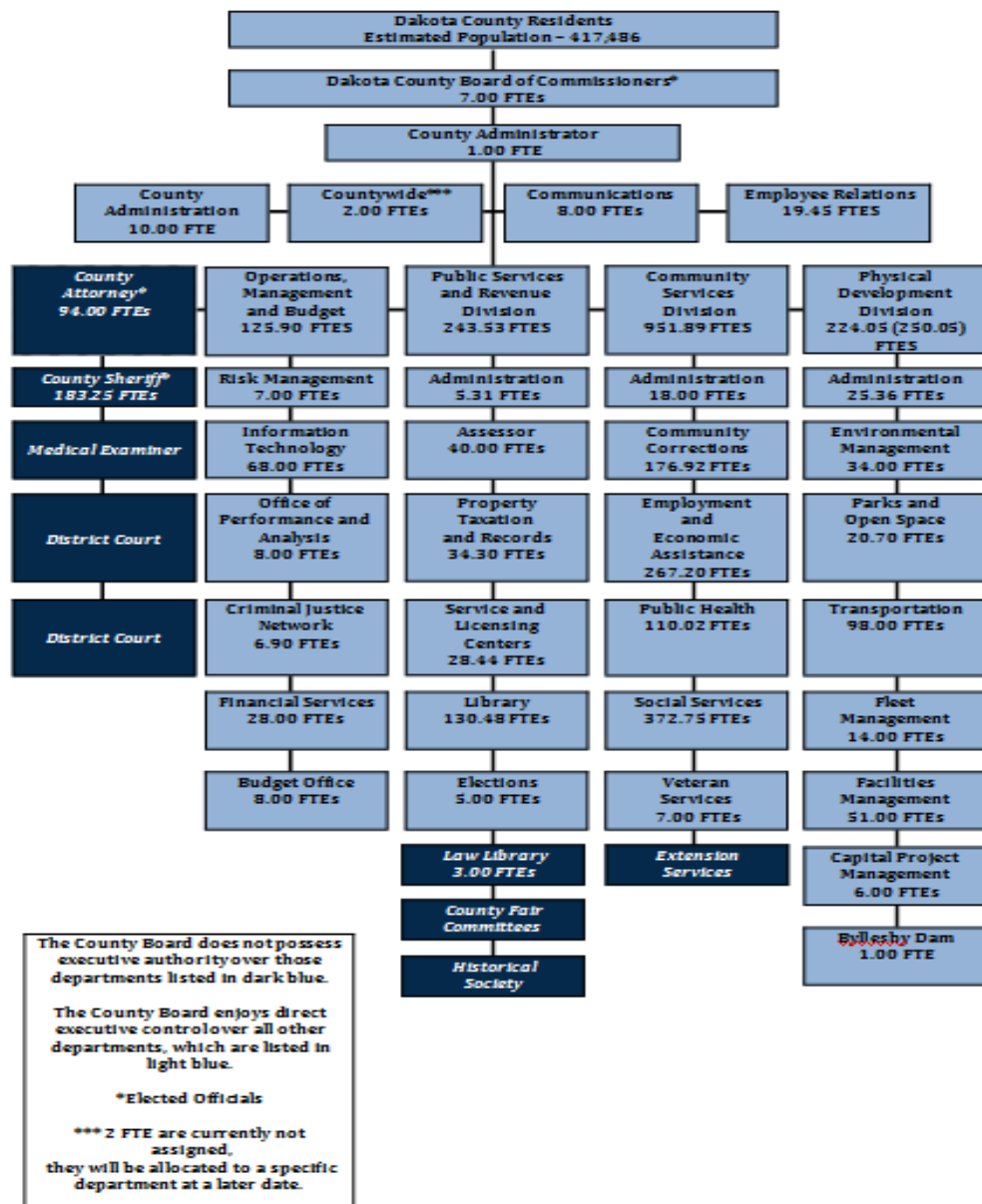


The Board is comprised of seven commissioners, representing seven geographic districts in the County. At the first meeting of the year, the Board elects a chair and vice chair; the chair is the presiding officer, and the vice chair presides in the chair's absence. In addition to their service on the 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

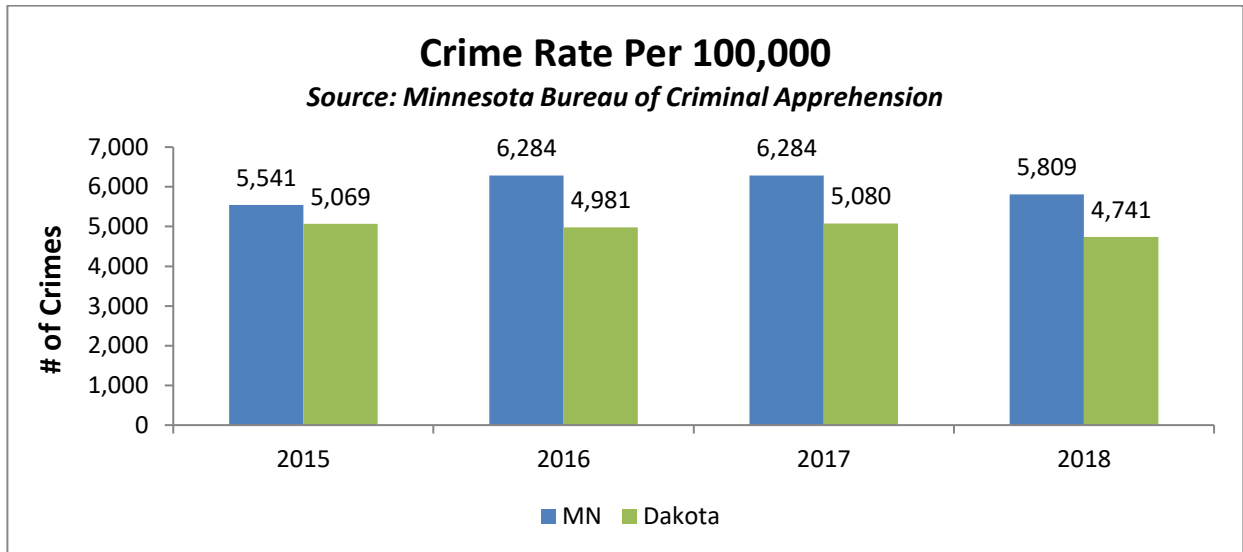
The chart below shows the organizational structure of the Dakota County government. The County Board is responsible for setting the budget and property tax levies that fund all county services, including those of the Sheriff and County Attorney. The court functions are part of state government and the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

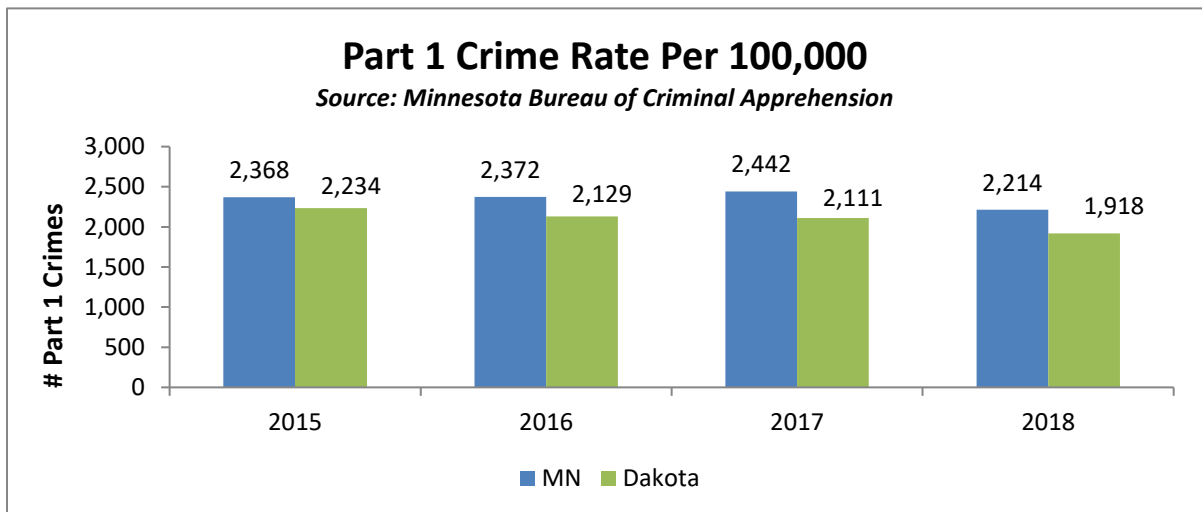


STATE VS. DAKOTA COUNTY COMPARISON

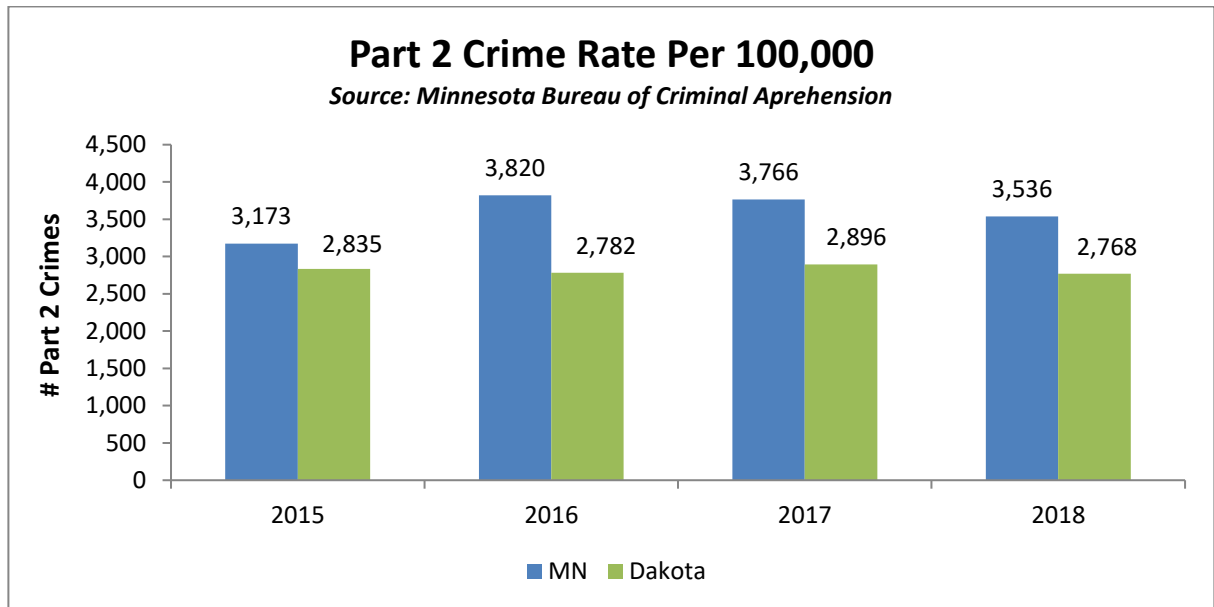
STATE VS COUNTY CRIME RATE Dakota County has a lower crime rate than the Minnesota statewide average. In 2018, Dakota County's crime rate was 18.4% lower per 100,000 residents than the state average. Dakota County saw a decrease of 6.5% per 100,000 residents while the statewide crime rate increased 4.8%.



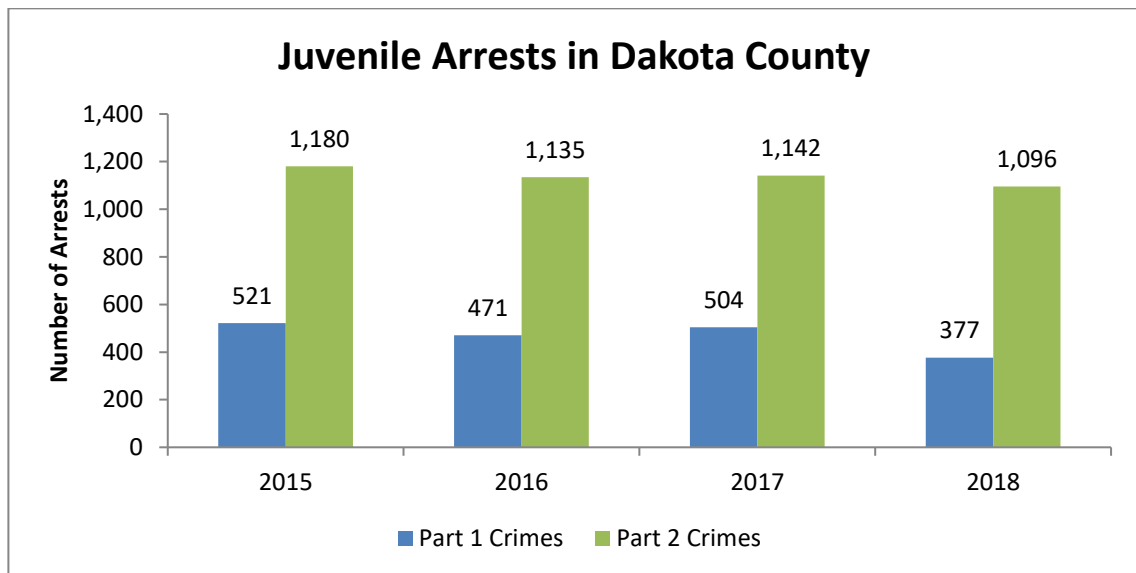
The crime rate for Part 1 and Part 2 crimes has decreased in Dakota County. Part 1 crimes include homicide, rape, aggravated assault, burglary, robbery, auto theft, theft, and arson, and Part 2 crimes include simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly 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 6.5% from 2015 through 2018, while the Dakota County Part 1 crime rate decreased by 14.1%.



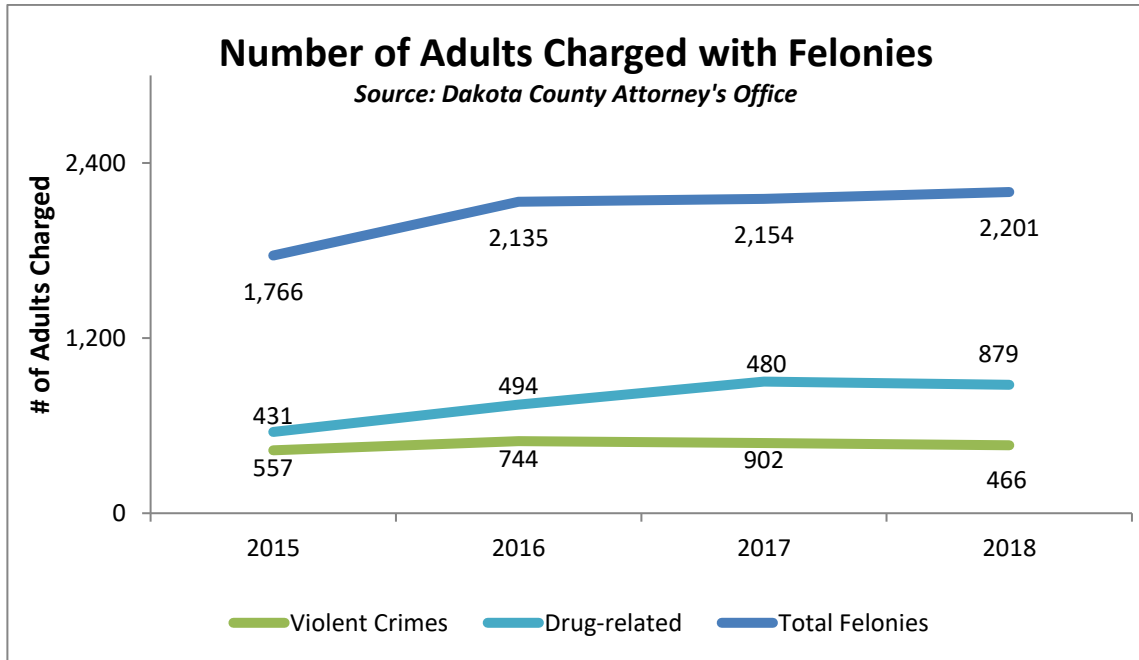
From 2015 through 2018, the statewide Part 2 crime rate increased by 11.4% while the Dakota County Part 2 crime rate decreased by 2.4%.



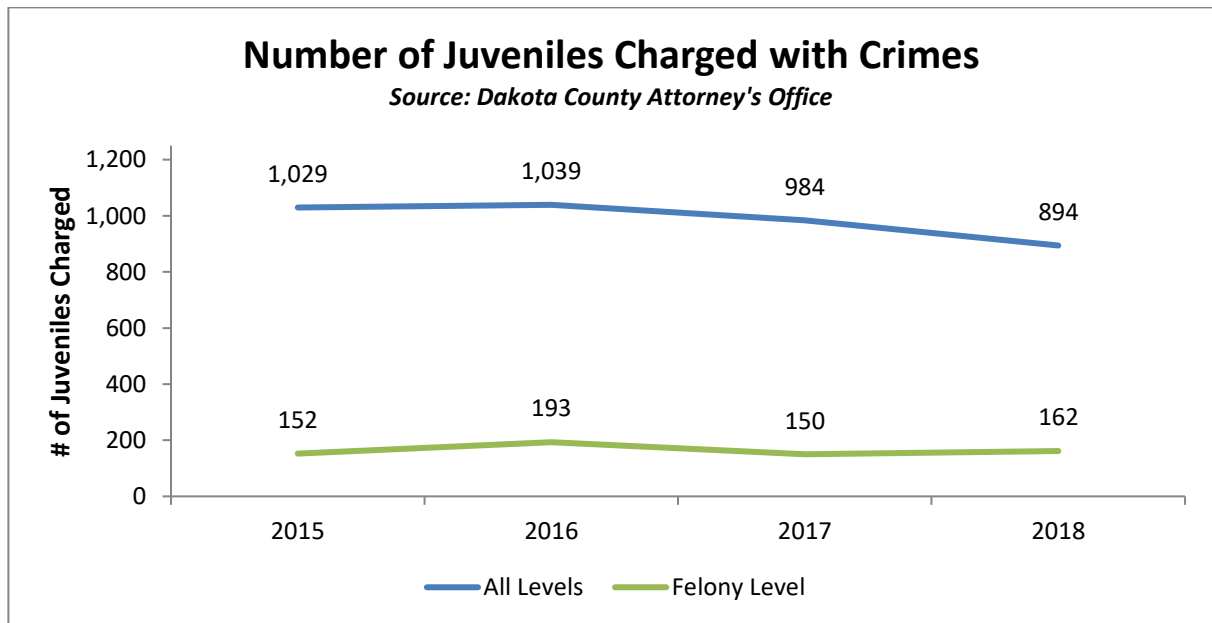
The decrease in Part 1 and Part 2 crimes is also reflected in the data for juvenile arrests. Juvenile arrests for Part 2 crimes fell by 7.1% between 2015 and 2018, and Part 1 crimes by 27.6%.



COUNTY ADULT PROSECUTION RATES From 2015 to 2018, the number of adult felony prosecutions increased by 24.6%. Violent crimes prosecuted from 2015 to 2018 decreased 16.3% and Drug crimes prosecuted more than doubled.

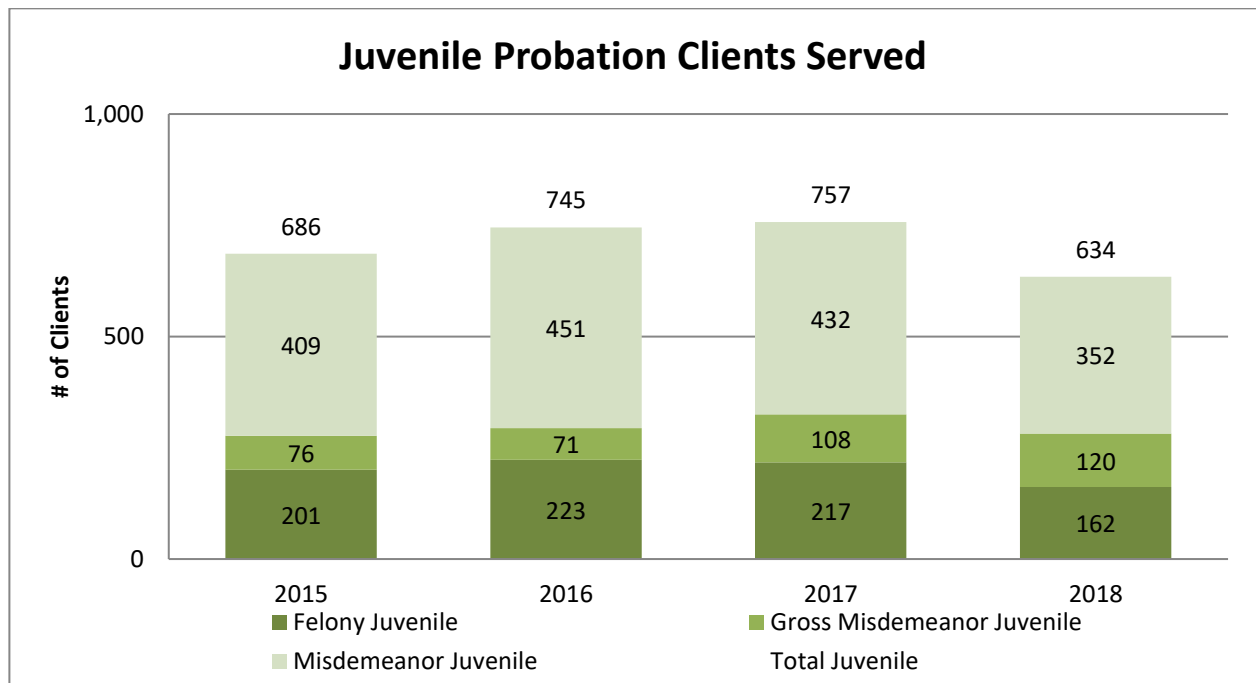
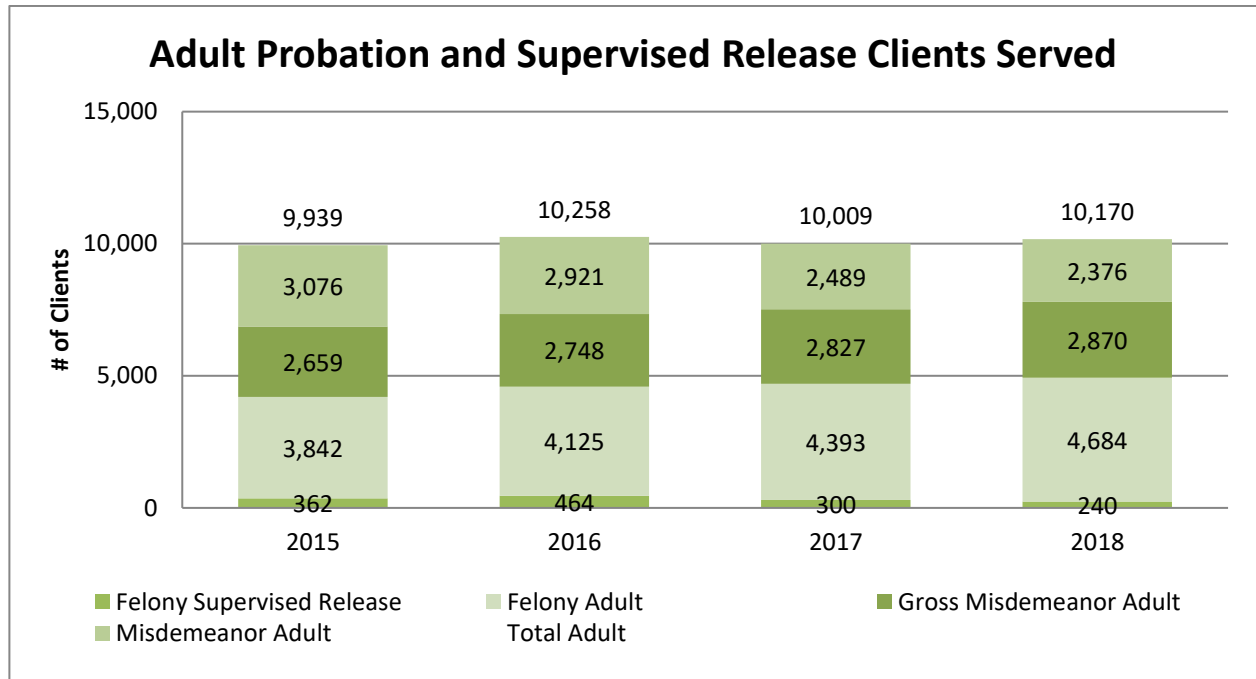


COUNTY JUVENILE PROSECUTION RATES While total charges are down 13.1% from 2015 to 2018, juvenile felony prosecutions have increased by 6.6% from 2015 to 2018.



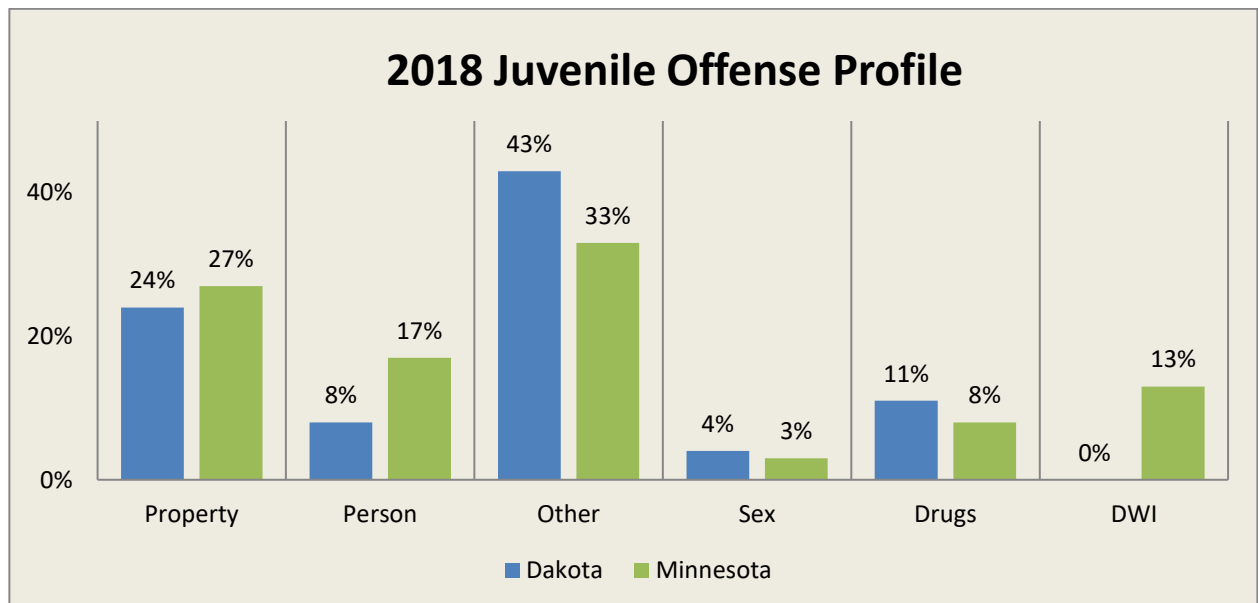
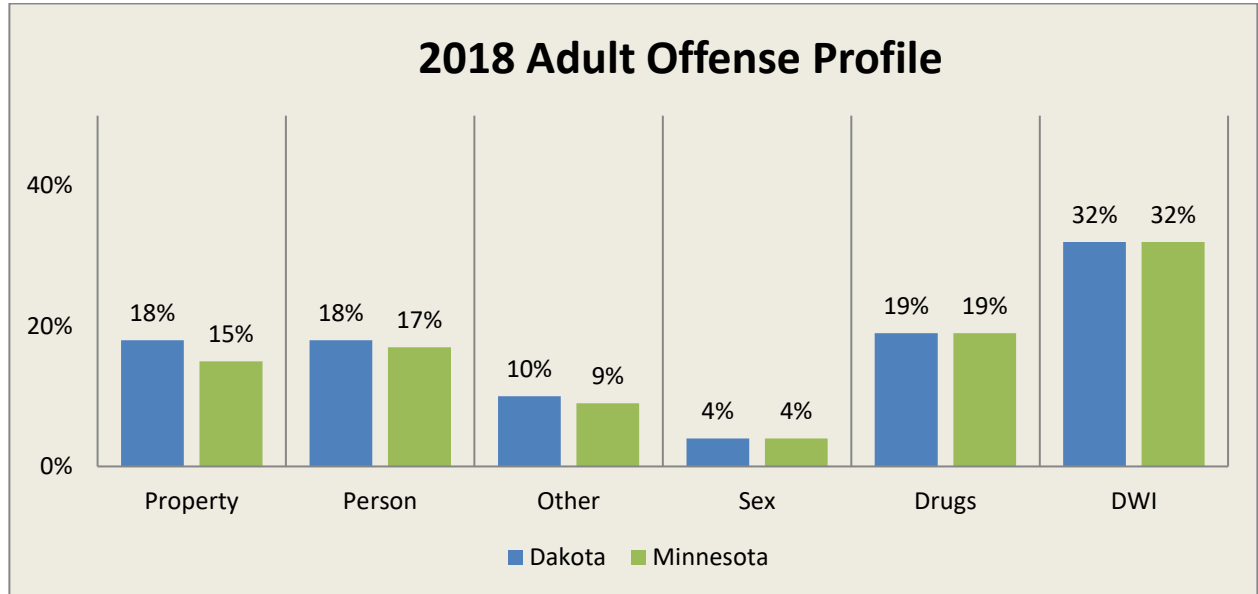
DAKOTA COUNTY CLIENT POPULATION

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 2015 through 2018.



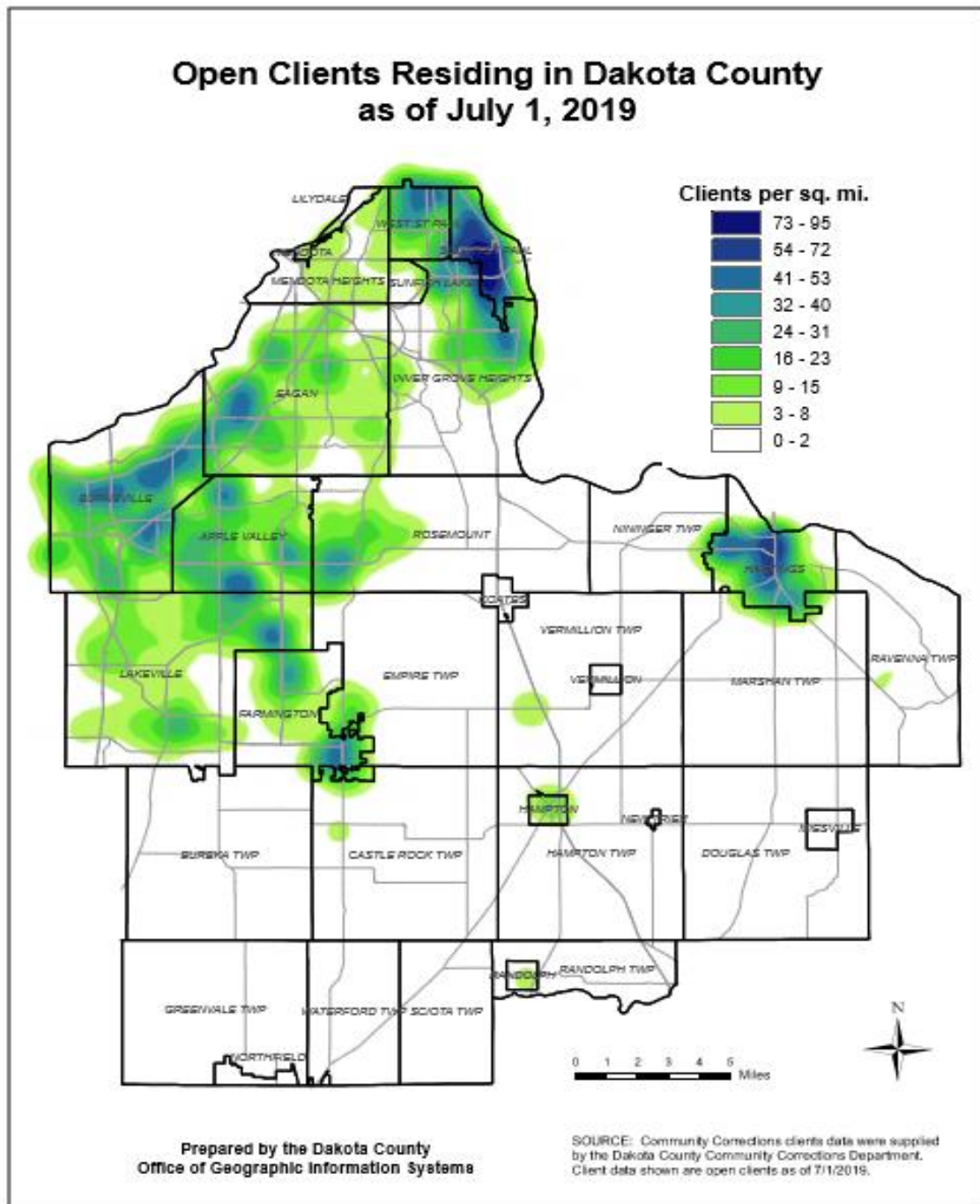
OFFENSE PROFILE OF ADULT AND JUVENILE CLIENTS PLACED ON PROBATION

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, 2019



COMMUNITY CORRECTIONS OVERVIEW

COMMUNITY CORRECTIONS ADVISORY BOARD In 2014, legislation was passed identifying Dakota County a “County Manger” model county, and as a result, the use of Advisory Boards 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, the Advisory Board was not renewed.

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
Karen J. Asphaug
Joseph T. Carter
Jamie L. Cork.
Dannia Edwards
Christopher Jon Lehmann
David Knutson
Michael J. Mayer
Kathryn Messerich

Cynthia L. McCollum
Timothy J. McManus
Shawn M. Moynihan
Tanya O’Brien
Arlene M. Asencio Perkkio
Tracy Perzel
Vicki Vial Taylor
Richelle M. Wahi
Tim D. Wermager

Chief Judge for First Judicial District, Kathryn Davis Messerich

Assistant Chief Judge, David L. Knutson

District Administrator, Brian E. Jones

Chief Court Administrator, Heidi Carstensen

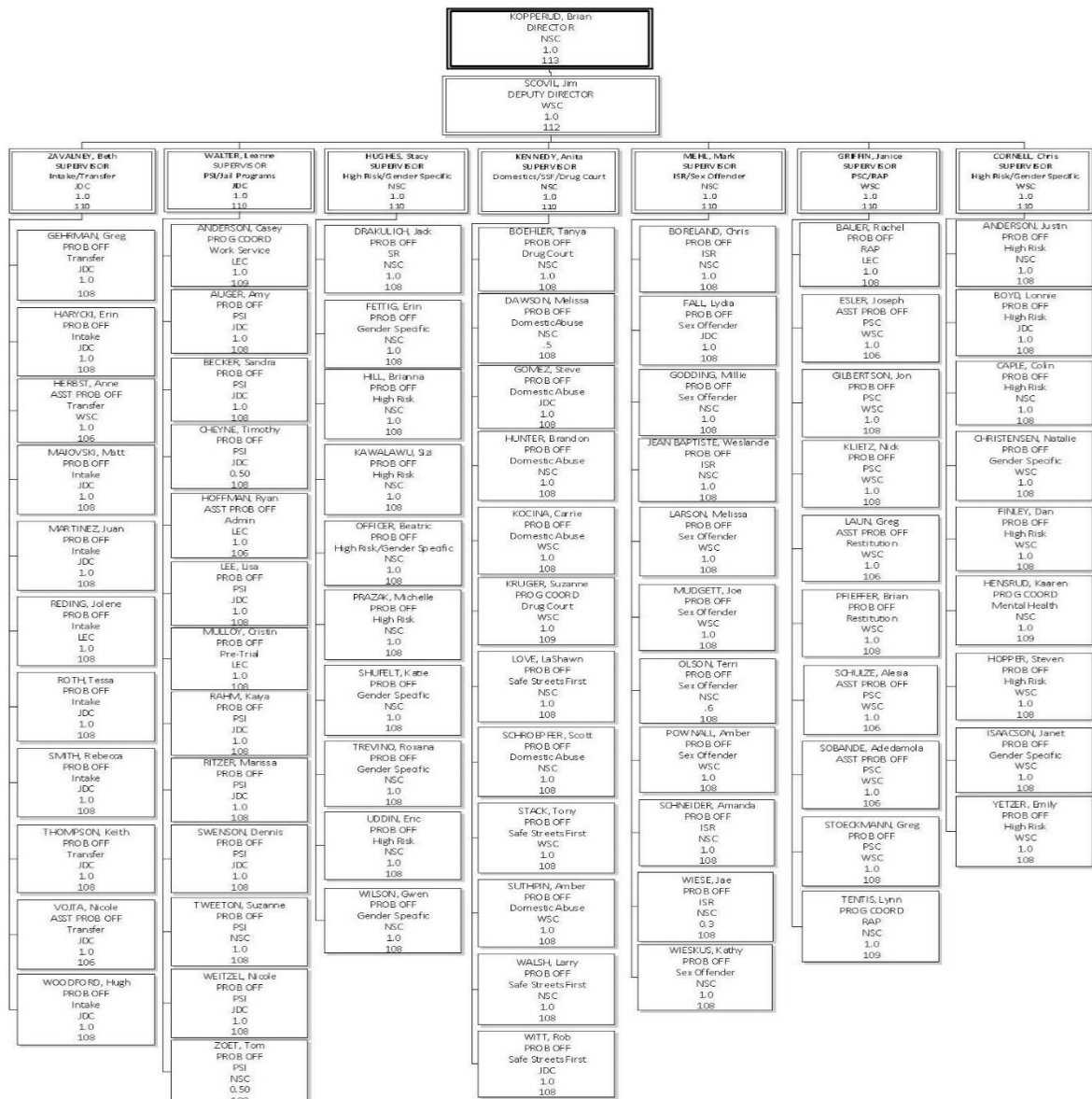
DEPARTMENT ORGANIZATIONAL CHARTS

The Community Corrections Department has 181.92 full time equivalents (FTEs).

ADULT SECTION

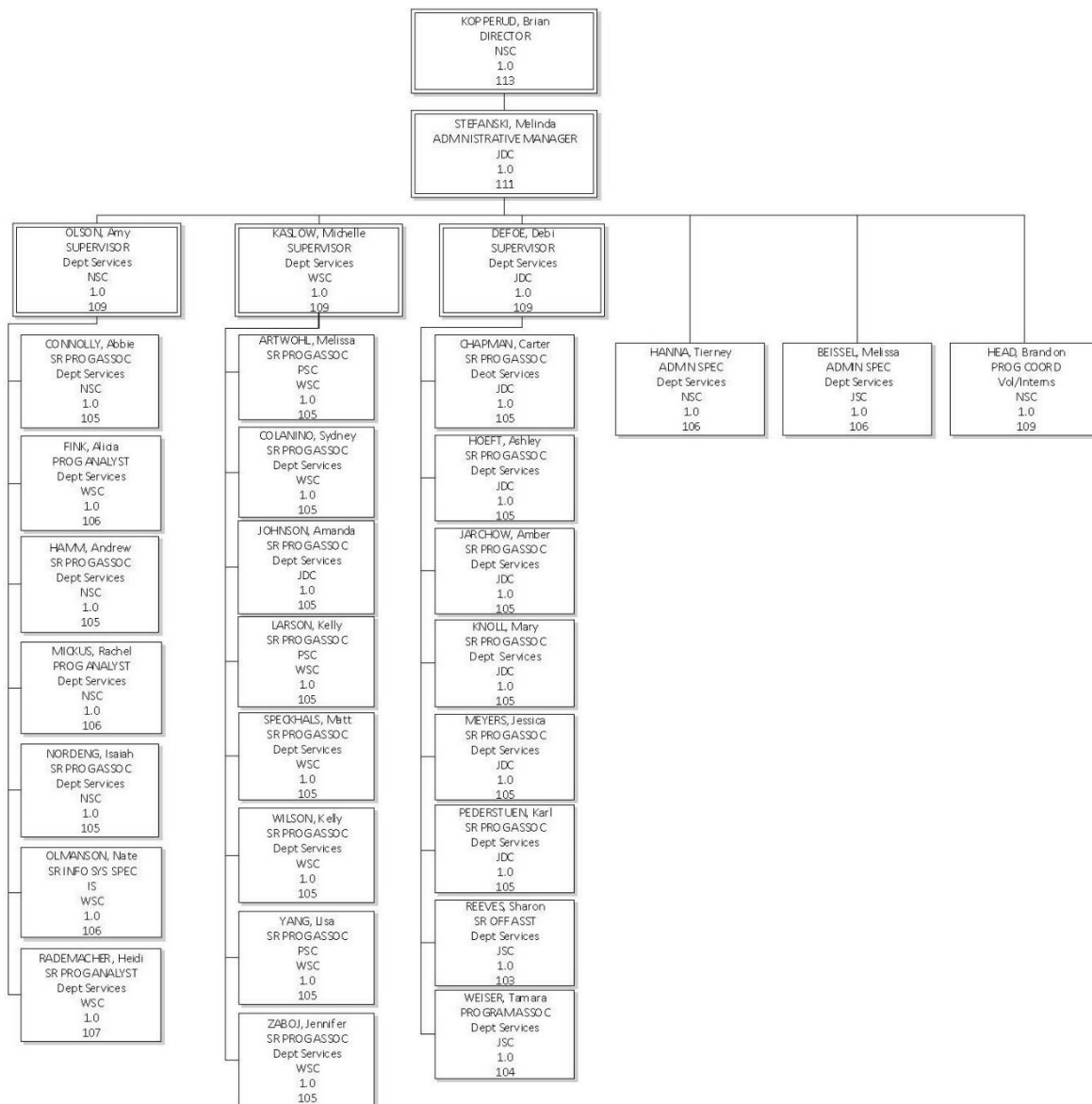
Administration	1
Adult Intake	7
Adult PSI	9
Adult Field	58.4
Adult Probation Service Center	6

TOTAL Adult Section 81.4 FTE



DEPARTMENT SERVICES SECTION

Administration	5
Information Systems and Analysts	4
Support Services	22
TOTAL Administration	31



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	2015	2016	2017	2018
# of trainings	259	229	294	182
# of staff training hours	6,128	4,996	4,653	6,418

Volunteers and Interns These service hours allow Corrections to extend and enhance services and provides valuable work experience.

Volunteers/Interns	2015	2016	2017	2018
# of interns	38	39	22	20
# of intern hours	8,338	9,949	4,244	3,855
# of volunteers	30	21	42	53
# of volunteer hours	3,263	2,147	1,302	1,402

COMMUNITY CORRECTIONS PROGRAMS AND SERVICES

Diversion

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

Intake

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

Supervision

- Intensive Supervised Release (ISR)
- High Risk
- 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)
- Adult Detention Alternatives Initiative (ADAI)
- Restorative Conferencing
- Juvenile Day Treatment
- Juvenile Residential Treatment
- Cognitive Programming
- Juvenile Detention Alternatives Initiative (JDAI)
- Community Coaches
- Sentencing to Service (STS)
- Youth Repay
- Work Release
- Community Work Service
- Re-entry Assistance Program (RAP)
- One Day DWI
- Practice Model
- Whole Family

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

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.
- **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

	2015	2016	2017	2018	2019 Est
# of initial LS/CMI	2,055	1,759	1,311	1,373	1,266
# of LS/CMI reassessments	888	746	430	640	496
# of Spousal Abuse Risk Assessments (SARA)	442	520	659	566	0
# of Domestic Violence Screening Instrument (DVSI)	NA	NA	NA	69*	1,060
# of Static 99 assessments – sex offender assessment	56	62	21	81	90
# of pre- and post-sentence investigations	1,142	1,235	1,145	1,193	1,072
# of prior record memos	1,647	1,921	2,129	1,943	1,804
# of MN sentencing guidelines	1,385	1,459	1,665	1,627	1,430
# of MN Pretrial Assessment Tools (MNPAT)	1,268	1,463	1,421	1,473	1,320
# of Women’s Risk Needs Assessment (WRNA)	NA	NA	NA	27	22

*In November 2018, the DVSI replaced the SARA.

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

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 Offender 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				2018 Average Monthly Unit Caseload Size	2018 Ratio of Staff to Clients
	2015	2016	2017	2018		
Intensive Supervised Release	116	81	94	77	37	1:12
High Risk Supervision	1,029	962	951	1,106	595	1:57
Drug Court Supervision	53	60	52	55	43	1:22
Sex Offender	402	580	516	517	280	1:45
Domestic Abuse	602	704	520	537	303	1:56
Gender Responsive Supervision	73	43	293	415	268	1:50
Safe Streets First-Repeat DWI Supervision	384	358	323	290	195	1:50
Mental Health Supervision	38	44	29	27	24	1:24

Adult Specialized Programs and Caseloads

	Number of Clients Served			
	2015	2016	2017	2018
One-Day DWI	855	660	470	484
Re-entry Assistance Program (RAP)	232	187	147	144
Probation Service Center – Low Risk Supervision	1,934	3,018	2,828	2,836
All Conditions Complete	2,333	2,825	1,946	2,040
Transfer Unit	1,174	926	1,919	2,017
Warrants	2,031	2,189	1,193	1,245

*In 2014, warrant cases were reviewed and their status updated as necessary.

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

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

Electronic Monitoring is court ordered for select clients, allowing the client to serve the terms of their incarceration in their home where their movements are monitored using electronic ankle bracelets and/or client's 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	2015	2016	2017	2018	2019 Est
# of adult client participants	702	702	655	636	608
Average daily population	64	67	58	58	59
% successfully completed	95%	97%	97%	99%	99%
# of days served	23,468	25,547	21,140	21,378	21,860

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	2015	2016	2017	2018	2019 Est
# of adult clients participants	129	184	216	243	266
Average daily population	18	20	22	29	68
% successfully completed	72%	88%	84%	85%	81%
# of days served	6,386	7,356	7,918	10,785	12,664

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	2015	2016	2017	2018	2019 Est
# of clients participants	150	132	97	103	102
# of days served	4,334	4,452	3,236	3,086	4,000
Average clients per day	12	12	9	8	12

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)	2015	2016	2017	2018	2019 Est
# of new clients participants	1,197	1,273	1,179	1,114	1,204
# of hours completed	42,954	47,032	45,987	44,154	42,714
% successfully completed	67%	56%	62%	66%	63%
\$ value of labor provided*	\$311,417	\$423,288	\$413,883	\$397,386	\$427,140
# of jail bed days saved	5,369	5,879	5,748	5,519	5,340
\$ value of jail bed days saved**	\$718,104	\$763,800	\$804,375	\$844,297	\$816,913

*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.

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	2015	2016	2017	2018	2019 Est
# of clients served	519	419	376	364	360

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)	2015	2016	2017	2018	2019 Est
# of clients receiving Full Service	136	132	146	101	118
# of clients receiving Slight Service	36	55	58	41	40
# of clients receiving Chemical Health Services	84	68	45	49	40
# of clients receiving Mental Health Services	75	63	49	70	70
# of clients receiving Medical Services	89	65	65	72	70
# of clients receiving Financial Services	111	80	74	74	70
# of clients receiving Employment Services	86	68	65	58	60
# of clients receiving Housing Services	81	67	66	65	65
# of clients receiving Child Support Services	37	32	17	10	10

JUVENILE 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.

Assessments and Evaluations

	2015	2016	2017	2018	2019 Est
# of pre-dispositional investigations	30	29	11	16	14
# of certification/EJJ studies	0	1	9	5	5
# of Extended Detention Determination	34	12	9	11	11
# of MAYSI-2	248	327	257	298	272
# of initial YLSs	156	155	148	153	154
# of YLS reassessments	270	329	302	313	328

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

Intensive Supervision targets clients with the highest risk/needs, and cases are staffed at regular Child Services Team meetings to determine whether clients meet the criteria to continue supervision at this level. Intensive Supervision includes increased client contact, curfew checks, regular drug testing, swift accountability, and immediate interventions for non-compliance.

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				2018 Average Monthly Unit Caseload Size	2018 Ratio of Staff to Clients
	2015	2016	2017	2018		
Intensive Supervision	29	35	32	32	17	1:17
High Risk Supervision	242	212	183	183	101	1:18
High Risk - Gender Responsive Supervision	62	85	70	54	28	1:18
Drug Court Supervision	19	20	14	12	6	1:12
Sex Offender Supervision	87	68	67	83	40	1:40
Monitoring/Lower Risk Supervision	389	428	427	274	137	1:134
Moderate Caseload	NA	33	82	65	34	1:34

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			
	2015	2016	2017	2018
New Chance Day Treatment	38	22	33	27
Disorderly Conduct Diversion (DOC)	64	52	83	99
Culturally Specific Community-Based Programs	20	18	21	31
Targeted Accountability Program (TAP)	31	34	27	41

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. Clients participating in the program are frequently referred to and participate in Systemic Family Therapy (SFT) as well as chemical dependency treatment.

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.

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
- reduces racial disparities and bias
- saves taxpayer dollars

JDAI, once a stand-alone effort, beginning more than ten years ago, is now woven into Dakota County's probation practice. Because of JDAI, for example, young people who are detained by police are immediately screened to determine whether and how they can safely be returned home, and will appear for first hearings. Dakota County uses a screening tool, the Risk Assessment Instrument (RAI), which assures only those at highest risk to public safety, or to abscond before their first court hearing, is placed in secure detention. All others either go home, perhaps with GPS units, or to shelter or foster care settings until their court dates.

JDAI has also led to other efforts now considered part of Community Corrections' service/intervention continuum:

- The Community of Youth Consultants (formerly known as the **Juvenile Advisory Council - JAC**). The CYC is comprised of young people who are, or have been, on juvenile probation and are interested in improving probation services and outcomes. Examples of projects and work completed by the CYC include a revision to the Juvenile Services Center Handbook, a guide for adjudicated youth on how to pursue record expungement and a brochure for youth new to probation outlining tips for success.
- **The Community Coach Program** connects youth to pro-social activities aligned with their interests, and helps address factors driving their criminal behavior. Coaches help young people obtain and maintain employment, introduce them to school and club sports, help enroll them in parenting classes when appropriate, and encourage them to give back and become more engaged in their communities.
- **Specialized Foster Homes** serve youth with medium risk to reoffend and/or not show up for court. The providers were recruited from among experienced foster homes; their job is to assure a safe environment for youth in the time between arrest and first court appearance.

JDAI Clients Served

	Number of Clients Served				
	2015	2016	2017	2018	2019 Est
# of RAIs completed	249	302	285	227	266
# of Juveniles Screened to Release	30	20	38	23	33
# of Juveniles Screened to Detention Alternatives	75	75	58	44	44
# of Juveniles Screened to Detention	144	207	189	160	123
Community Coaches Participants	74	31	27	17	45
School-Based Skills and Leadership Groups	158	115	78	62	20

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				
	2015	2016	2017	2018	2019 Est
JSC Detention Program	180	228	151	187	238
JSC Short Term Residential Treatment Program	58	63	42	31	42
JSC Long Term Residential Treatment Program	6	9	12	7	14
JSC Weekend Program	47	42	9	15	26
JSC Gender Responsive Program	21	11	5	2	8

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.

Victim Restoration Program - Client Repay Crews

	2015	2016	2017	2018	2019 Est
# of clients served	331	251	117	78	50
# of crew hours completed	1,720	701	811	505	266
\$ value of restitution collected*	\$12,470	\$6,309	\$7,299	\$4,545	\$1,170
# of Juvenile Work Crew hours completed	4,378	2,644	1,704	1,036	130

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

Community Restoration Program - Community Work Service

	2015	2016	2017	2018	2019 Est
# of juvenile clients referred	199	199	200	151	187
# of hours completed	1,680	1,767	476	1,711	1,409

2020-2021 GOALS

- A. **We will enhance public safety and client success through the effective implementation of a Practice Model, Evidence Based Practices (EBP), and the delivery of integrated services.** Additionally, we will also focus on providing culturally competent programs and services.

- B. **We will measure our work, focusing on the reduction in recidivism for clients under our supervision and participating in our programs, and the effectiveness of our programs and services.** We will assist clients by providing the programming and services needed to meet court ordered conditions, and assist clients in obtaining the services they need to successfully re-enter the community from jail or prison and/or develop/maintain a healthy, stable lifestyle in the community, thus achieving self-sufficiency.

- C. **We will regularly review the emerging needs of our clients and families to ensure we provide the 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.

- D. **We will provide staff with the training and resources they need to effectively perform their jobs and to remain safe while doing their work.** We will focus on providing effective safety training for our staff members while working in our offices, in the secured facility, and in the field.

2020-2021 STRATEGIES

Strategy: Practice Model and Evidence Based Practices - Continue to implement the recently designed 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 POs employed more than one year who have completed MI training
 - Percentage of staff that has shown improvement in their proficiency score from 2018-2019 compared to 2016-2017
 - **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 2020 compared to 2018
 - **Interventions: Cognitive Groups and Incentives and Sanctions**
 - Number of adult and juvenile clients referred to cognitive behavioral groups in 2020 compared to 2019
 - 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
- **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 alternatives to detention (ATDs) for youth so, as much as possible, they remain in their communities. Corrections plans to work with Dakota County Social Services to recruit, train, and support at least two foster care homes whose role will be to care for and transport youth to and from court in the time between arrest and first appearance.

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

- **Process Measures**
 - Number of ATDs available in 2019- (Harbor Shelter, GPS, house arrest). Plans to add two foster care homes by December 31, 2019
 - Number of community based services and working agreements in 2019-(Model cities/community coaches, Treehouse, YMCA Hastings). Plan to add two faith communities and one more YMCA location by December 31, 2019
- **Outcomes Measures**
 - Number and percentage of juveniles who are diverted from placement during staffing meetings
 - Number and percentage of released juveniles who reoffend before their first court appearance or who fail to appear for their first court appearance
 - Increase in percentage of use of detention alternatives for youth

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: 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 WRNR tool
 - Number and percentage of case plans addressing the needs identified in the WRNR 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: Adult Detention Alternative Initiative - Develop alternative responses to the incarceration of adult offenders who are not public safety risks by helping them successfully manage their mental health, chemical dependency, and low cognitive functioning in the community.

- **Process Measures**
 - Develop eligibility criteria for participation in pre-trial programming that identifies clients who would benefit from additional supports to maintain crime-free community living.
 - Develop pre/post screening tools to identify client service needs as they relate to social determinates.
 - Establish partner agency roles and responsibilities in service delivery of pre-trial programming.

- **Outcome Measures:**

- Number of clients released for pre-trial 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 pre-trial release
- Number and percentage of cases that settled at the review hearing

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.

- **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
- 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 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: Safe Streets Plus Program - This program is designed for clients with multiple DWI offenses and who are in violation of their Safe Streets First program requirements. Clients placed in the Safe Streets Plus program will regularly attend specialty court hearings.

- **Process Measures**

- Develop and implement a referral process to Safe Streets Plus program
- Collaboratively design program acceptance criteria with County Attorney's Office
- Identify staffing meeting representation, and establish roles and responsibilities

- **Outcome Measures**

- Number and percentage of clients accepted to Safe Streets Plus program
- Number and percentage of clients who successful complete (graduate) the program
- Number and percentage of clients who were terminated from the program

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
 - 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

Strategy: Whole Family/2 Generation – Expand our department’s whole family work to include residents ordered to the juvenile service center, along with clients supervised on high risk adult and juvenile caseloads to better engage families and co-create opportunities that will ultimately improve the overall success of our clients to achieve lasting behavior change.

- **Process Measures**
 - Number of internal trainings provided by community service agencies to educate and inform community corrections staff on resources available and criteria used to access services
 - Identify a community services liaison in each department to provide information, resource, and services to community corrections clients.
 - Number of referrals made by corrections to another community services department
 - Number of referrals made to contracted (service agreements) and non-contracted community organizations for family members
 - Number and percentage of families served in the juvenile section reporting improved service delivery across departments
 - Number of formal family engagement activities held at the Juvenile Service Center and New Chance Day Treatment program
- **Outcome Measures**
 - Decrease in the number of revocation hearings among adult high risk clients in 2020 compared to 2019
 - Decrease in the number of long-term out of home placements for juvenile clients in 2020 compared to 2019
 - Decrease in the number and percentage of formal violation hearings among high risk juvenile clients
 - Percentage of high risk clients, both adult and juvenile who report improved family relationships
 - Percentage increase in attendance at family engagement activities held at the Juvenile Service Center in 2020/2021 compared to 2018/2019

STATE OUTCOME MEASURES

OUTCOME 1 - COMMUNITY SAFETY

Indicator

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

	2015	2016	2017	2018
% of adult clients	14%	10%	15%	14%
% of juvenile clients	12%	19%	4%	12%

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

	2015	2016	2017	2018
# of adult cases	361	364	471	231
# of juvenile cases	77	69	83	60

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

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

	2015	2017	2017	2018
# of adult cases	99	135	266	103
# of juvenile cases	57	58	95	63

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

	2015	2016	2017	2018
% of adult cases	40%	44%	50%	89%
% of juvenile cases	63%	76%	82%	79%

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. The survey was not administered in 2016 and the instrument is under review.

OUTCOME 3: COMMUNITY RESTORATION

Indicators

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

	2015	2016	2017	2018
# of STS days ordered	8,588	7,344	7,999	6,562

2. # of hours and \$ value of Sentencing to Service (STS) projects completed based on federal minimum hourly wage of \$9.00

	2015	2016	2017	2018
# of STS hours completed	42,954	47,032	45,987	44,274
\$ value of STS hours completed	\$311,417	\$423,288	\$413,883	\$398,466

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

	2015	2016	2017	2018
# of adult clients	349	303	295	316
# of juvenile clients	199	199	200	151

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

	2015	2016	2017	2018
# of adult clients	173	107	195	126
% of adult clients	50%	73%	67%	68%
# of juvenile clients	130	114	164	112
% of juvenile clients	77%	71%	82%	89%

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

	2015	2016	2017	2018
# of adult initial assessments	1,996	1,744	1,311	1,373
# of adult reassessments	868	742	430	640
# of juvenile initial assessments	156	155	148	153
# of juvenile reassessments	270	329	302	313

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

	2015	2016	2017	2018
% of adult case plans	91%	79%	83%	100%
% of juvenile case plans	88%	92%	78%	97%

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

	2015	2016	2017	2018
% of adult clients	50%	48%	71%	74%
% of juvenile clients	35%	40%	40%	40%

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

	2015	2016	2017	2018
% of adult clients	1%	>1%	29%	14%
% of juvenile clients	94%	94%	96%	95%

**Tracking change in 2017 to better report education status.*

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

	2015	2016	2017	2018
% of adult clients	6%	5%	5%	4%
% of juvenile clients	10%	15%	14%	6%

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/Adult Information Management System (JAIS)	Juvenile client and admission data for residential and day treatment services
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 2020	FY 2021
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	\$64,000	\$64,000
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 improvement projects.	Minnesota Department of Corrections	\$88,213	\$91,300
Sex Offender Programming (Adult) To provide treatment services to clients convicted of sex offenses.	Minnesota Department of Corrections	\$75,230	\$75,230
Adult Drug 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 Drug Court To provide services for juvenile clients who are referred to Drug Court.	MN First Judicial District Court	\$107,000	\$107,000
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	\$32,500*	\$32,500*

*Approximate; final grant amount has not been determined.

Subsidies	Source	FY 2020	FY 2021
Community Corrections Act (CCA) Subsidy	Minnesota Department of Corrections	\$5,017,388	\$5,017,388*

*Approximate; final subsidy amount has not been determined.

Reimbursements	Source	FY 2020	FY 2021
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
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.	Evolve Adoption Services; Kente Circle, LLC; Life Development Resources, PA; Your Vision Achieved
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.	Nystrom and Associates, Ltd.
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.	FamilyWise Services; Nystrom and Associates, Ltd.
Community Reintegration Services (Juvenile) Provides family and community-based services to juveniles and their families.	Family, Adolescents, and Children Therapy Services, Inc. (FACTS); Kente Circle, LLC; Life Development Resources, PA
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.	Kente Circle, LLC
Community Coaches (Juvenile) Partners juvenile clients with community members to explore pro-social activities.	Model Cities of St. Paul, Inc.
Domestic Abuse Education Program (Adult) Provides therapy sessions and translation services to men convicted of domestic abuse.	La Oportunidad, Inc. (Spanish only)
Drug Testing (Adult/Juvenile) Provides urinalysis testing to determine drug or alcohol use.	RS Eden/RSI Laboratories
Educational Services (Juvenile) Provides a school program for juvenile clients at the Juvenile Services Center and New Chance Day Treatment Program.	Intermediate School District #917
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.	Midwest Monitoring and Surveillance, Inc.
Employment Services (Adult) Assists high risk adult clients to obtain and maintain employment.	Residential Transitions, Inc.

Gender Specific Cognitive Life Skills Groups (Juvenile) Provides a curriculum that helps female clients develop competencies related to self-concept and family relationships.	Family, Adolescents, and Children Therapy Services, Inc. (FACTS)
Halfway Housing and Housing Search (Adult) Provides housing for high risk clients on a temporary basis.	Avivo; Frazier Recovery Homes
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.	Consumer Safety Technology, LLC (dba Intoxalock)
Motivational Interviewing (MI) Critique and Coaching (Adult/Juvenile) Assists probation officers in developing competencies in MI.	J-SAT Inc.
One-Day DWI Program Services (Adult) Provides a first-time misdemeanor DWI client program.	River Ridge, LLC; Accurate Testing (Spanish only)
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.	Family, Adolescents, and Children Therapy Services, Inc. (FACTS); Life Development Resources, PA
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.	PBS Learning Institute, Inc.
Phone Reporting Services (Adult) Provides adult clients in the Probation Service Center (PSC) with a method to check-in regarding progress of their probation conditions using a telephone automation system.	Fieldware, LLC
Polygraph Testing Services (Adult/Juvenile)	Wold Polygraph
Psychological Services (Juvenile) Provides psychological screenings and assessments of juvenile clients.	Acumen Psychology; Headway Emotional Health; Lopno and Associates, LLC; 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; Douglas Williams, MSLP; 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.

School Based Skills and Leadership Groups (Juvenile) Provides mediation and anger management programs in the schools as a response to disorderly and aggressive behaviors as a diversion to referring juveniles to the criminal justice system.	Kente Circle, LLC
Self-Regulation Services (Juvenile) Provides juveniles self-regulation groups to teach techniques to help with focus, de-escalation, and overall wellbeing.	1000 Petals, LLC
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.	Newpath Mental Health Services; Project Pathfinder, Inc.; Wisconsin Lutheran Child & Family Service, Inc.
Sex Offender Treatment Services (Juvenile) Provides treatment to juveniles in the secured facility and community.	Alternatives in Healing, LLC; Wisconsin Lutheran Child & Family Service, Inc.; Your Vision Achieved
Systemic Family Therapy (Juvenile) Provides intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juvenile clients.	Family, Adolescents, and Children Therapy Services, Inc. (FACTS); Family Innovations, Inc.; Kente Circle, LLC; Life Development Resources; Nystrom and Associates, Ltd.
Transportation (Juvenile) Provides transportation for juveniles and their families to/from court, probation meetings, etc.	General Security Services Corporation, Inc.; GAPP Services, Inc.
Treatment for Sex Offenders (Adult) Provides outpatient treatment for adult male perpetrators of sexual abuse or assault.	Alpha Human Services, Inc.; Alternatives in Healing, LLC; Emergence Behavior Health; Newpath Mental Health Services; Project Pathfinder, Inc.

BUDGET

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

County/Group: Dakota County
Budget Year: FY2021-CY2020

Consolidated Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				16,935,254
Service & Contractual				3,148,334
Travel				69,229
Training				101,133
Supplies & Materials				197,958
Capital Outlays				15,600
*Other Services (specify below)				0
Direct Budgeted Expenses	5,017,389	12,688,610	2,761,509	20,467,508
Use of State Institutions	0	0	0	0
Total Budgeted Expenses	5,017,389	12,688,610	2,761,509	20,467,508


Staff Training Budget (minimum requirement = 2% of Subsidy)

100,348


Minimum County/Group Level of Spending Current Year:
Percent of County budget

1,059,796
8%

Community Corrections Administrator

Name/Title/Signature: Brian Kopperud, 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 County

Budget Year: FY2021-CY2020

Budget for Subsidy Program: Administration

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,918,223
Service & Contractual				103,057
Travel				20,185
Training				27,513
Supplies & Materials				145,545
Capital Outlays				15,600
*Other Services (specify below)				
Direct Budgeted Expenses	461,932	1,168,191	600,000	2,230,123
Use of State Institutions				0
Total Budgeted Expenses	461,932	1,168,191	600,000	2,230,123

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 County

Budget Year: FY2021-CY2020

Budget for Subsidy Program: Adult Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				8,561,218
Service & Contractual				1,329,335
Travel				20,414
Training				45,089
Supplies & Materials				13,297
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	2,548,471	6,444,897	975,985	9,969,353
Use of State Institutions				0
Total Budgeted Expenses	2,548,471	6,444,897	975,985	9,969,353

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 County

Budget Year: FY2021-CY2020

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				3,264,740
Service & Contractual				413,011
Travel				2,476
Training				7,082
Supplies & Materials				39,116
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	773,727	1,956,698	996,000	3,726,425
Use of State Institutions				0
Total Budgeted Expenses	773,727	1,956,698	996,000	3,726,425

Budget for Subsidy Program: Juvenile Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				2,424,491
Service & Contractual				1,285,485
Travel				23,213
Training				19,536
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	1,009,712	2,553,489	189,524	3,752,725
Use of State Institutions				0
Total Budgeted Expenses	1,009,712	2,553,489	189,524	3,752,725



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

County/Group: Dakota County

Budget Year: FY2021-CY2020

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				766,582
Service & Contractual				17,446
Travel				2,941
Training				1,913
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	223,547	565,335		788,882
Use of State Institutions				0
Total Budgeted Expenses	223,547	565,335	-	788,882

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 County

Budget Year: FY2021-CY2020

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 County

Budget Year: FY2021-CY2020

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:
