

Ramsey County Community Corrections

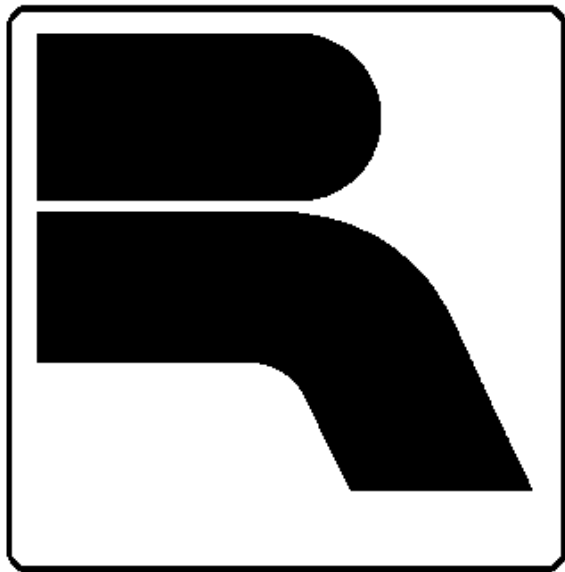


Interim Report to the 2006/2007 Comprehensive Plan

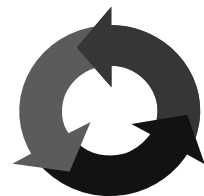
Submitted: January, 2007

Ramsey County Community Corrections

Interim Report to the 2006/2007 Comprehensive Plan



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This document is the Interim Report to the *Ramsey County Community Corrections 2006/2007 Comprehensive Plan*. In compliance with the requirements of the Department of Corrections outlined in a letter dated August 28, 2006, this report contains information regarding the following:

I. Changes in Services and Programming

Services and programming changes made in 2006 are outlined for each of the Department's divisions. Additionally, questions asked by the Department of Corrections are addressed in this section.

II. Outcomes Measurement

This section includes the "*Mission and Outcomes*" and "*Outcome, Performance Measures and Discussion*" documents that were presented to the Ramsey County Board of Commissioners as part of the 2007 budget hearings. This was the first year of a pilot project meant to place greater emphasis on performance measurement during the second year of Ramsey County's two-year budget cycle. Following the hearings, the Department attended feedback sessions regarding this new process. After additional feedback is received from the County Board, departments will be given direction on how to proceed with performance measurement for the 2008 budget.

III. Organization Chart

This is the Department's 2005 organization chart, which reflects the number of FTEs in each division.

IV. Budget and FTEs by Program Area

Additional required documentation will be submitted under separate cover:

- Salary roster
- CCA application form with signatures
- Progress Report on Strategic Planning

I. Changes in Services and Programming

Services and Programming Changes in 2006

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Changes in Services and Programming to the Approved Plan

Department and Service Programming Changes

Several changes have occurred in the Department since the 2006/2007 Comprehensive Plan was submitted a year ago. In the following paragraphs, each division is listed, highlighting major service and programming changes.

Adult Services Division

- The Adult Services Division experienced significant leadership changes during 2006. Several long-time employees retired, including Deputy Director Robert Hanson and Assistant Deputy Director George Courchane. Andy Erickson, the new Deputy Director, assumed his duties in July and Assistant Deputy Director John Menke assumed his duties in October. Two new supervisors were also hired during the past year.
- Planning for Division restructuring proceeded during 2006 and training on the LSI-R assessment tool began.
- GED education classes, offered by Saint Paul teachers, were expanded to two branch offices, Arcade and Spruce Tree South.
- The DWI Unit started using the ASUDS-R (Adult Substance Use and Driving Survey-Revised) assessment tool and the Driving with Care curriculum with DWI offenders.
- The Domestic Violence Unit started using the ODARA (Ontario Domestic Assault Risk Assessment) instrument with domestic violence offenders. Staff from the Domestic Violence Unit assisted in an audit of all domestic violence services in Ramsey County with the intent of improving services to victims of domestic violence.
- An intensive agent was added to the Domestic Violence Unit to supervise high-risk violent offenders in cooperation with the Saint Paul Police.
- The Community Services Unit expanded its restitution specialty services to serve the entire Division by coordinating victim restitution determination and collection.

Ramsey County Correctional Facility (RCCF)

Short Term Offenders. Minnesota Statute 609.105, enacted in 2003, transferred responsibility for the confinement of Short Term Offenders (STO) from the State prison system to local county corrections agencies. The statute, however, does not require actual per diem compensation from the State to those local county corrections agencies.

It is estimated that Ramsey County will provide more than 22,000 STO bed days in 2007. This is an average of more than 60 State inmates in the RCCF and VOA facilities each day, adding to the severe strain on the physical structure and the ability of staff to provide adequate care and supervision.

The 2006 per diem at RCCF was \$89. Compensation from the State for short-term offenders is currently averaging about \$12 per inmate per day. This level of reimbursement means Ramsey County property taxpayers are subsidizing the State at the rate of \$77 for each day that a short-term offender spends at the Ramsey County Correctional Facility.

Renovation and Expansion of the Facility. In 2004, BKV Group, an architectural and engineering firm, completed a pre-design study and developed a phased plan to address the projected future inmate population growth and major mechanical system deficiencies at RCCF. The results of the pre-design study were presented to the County Commissioners and Capital Improvement Project (CIP) Major Projects Committee. Formal approval was granted by the County Board to undertake the initial phases of this plan.

Staff is working with Ramsey County Property Management, BWBR Architects, and M.A. Mortenson Construction Company to design and build additional housing and program space. Upon completion, all sentenced Ramsey County inmates, both male and female, will be held at RCCF, and the facility will be in compliance with capacity requirements. The expansion and renovation will ultimately result in a safer and more secure environment for the inmates, staff, and community.

Juvenile Services Division

The Juvenile Services Division began spearheading a comprehensive initiative known as the Juvenile Detention Alternatives Initiative/Disproportionate Minority Contact (JDAI/DMC). This effort focuses on the detention component of the Juvenile Justice System and examines the unnecessary or inappropriate use of juvenile detention. Funding for this effort is provided by the Annie E. Casey Foundation and the Department of Public Safety. JDAI/DMC promotes changes to policies, practices, and programs to reduce reliance on secure confinement, improve public safety, reduce racial disproportionality, save taxpayer dollars, and stimulate overall juvenile justice reforms.

➤ Juvenile Probation

Juvenile Probation participated in strategic planning to design and implement a restructure of its investigation function to position itself for evidence-based practices. Previously, all probation officers conducted court-ordered investigations, known as Probation Officer

Reports (POR's); all investigations and POR's are now completed by an Investigations Unit comprised of six probation officers.

➤ **Boys Totem Town (BTT)**

Significant changes at BTT were the result of budget cuts to community partners providing services to residents.

- The HIRED organization lost grant funding and, as a result, the caseworker position that provided vocational services to the BTT population was eliminated. To deal with the loss of this resource, BTT developed initiatives within its own program. Vocational training at BTT now includes career investigation, job preparation, development of job search skills, interview preparation, and job retention skills. The residents are coached and assisted with engaging in post-secondary training options. There are now two career fairs at BTT wherein the residents are exposed to vocational and educational opportunities. Within the residential program, residents are assisted with removing barriers to jobs (e.g., not having Social Security cards or legal identification). Residents receive coaching and assistance with pursuing jobs, both in-house and while on Aftercare. BTT has developed a clothing bank of appropriate attire for residents to utilize for interviews. BTT is also developing new community-based partners to assist in this process.
- Funding cuts resulted in the loss of the summer employment program at BTT. The Center for Employment and Training (CET) program provided work experience for residents within the facility's structured environment. To replace this experience, BTT conducted a garden project in the summer that provided many of the experiences of CET; however the residents did not earn a salary. In the summer of 2007, the scope of the job experiences within BTT will be expanded.

➤ **Juvenile Detention Center (JDC)**

JDC developed additional services and programming in the areas of mental health and girls' programming over the last year.

- In the area of mental health, two additional program components were added through the cooperative efforts of JDC, Ramsey County Human Services' Project Assist, and the Saint Paul Public Schools. JDC is collaborating with Project Assist to improve the knowledge base of staff and to provide direct services to residents. Project Assist staff members, including two licensed psychologists, attend JDC staff briefings every Monday, serve as consultants on how to deal with difficult residents, and meet with residents referred by JDC supervisors. Saint Paul Public Schools also provides a part-time social worker who meets with JDC residents who are demonstrating problematic behaviors.

- In July 2006, JDC partnered with AMICUS and Juvenile Probation to provide a residential program for girls. The Radius-JDC program was created out of a need for residential treatment programming for girls in the metro area. Girls who are court-ordered to programs outside of the metro area often struggle to maintain contact with their families while in placement. It is also difficult to establish positive, supportive community connections when placement is hours away. In Radius, clients complete the first 30 days in JDC and the remaining 60 days in the community. AMICUS and JDC staff members provide group facilitation/programming.

Impact of New Categorical Funding

Department of Corrections: How have your organization's traditional and administrative caseloads been impacted by categorical funding such as Intensive Supervised Release (ISR), Sex Offender Supervision, and Enhanced Caseload/Workload?

Through categorical funding received during 2005 and 2006, the Adult Services Division added four and one-half Community Correction Worker (CCW) FTEs in the Intensive Supervised Release Unit and two and one-half CCW FTEs to handle offenders committing sex/violent crimes: one was assigned to the Domestic Violence Unit for intensive offender supervision and one was assigned to the Spruce Tree South office to handle a high contact caseload of violent offenders. This funding, combined with reducing services in the DWI and low contact units, has enabled the Division to maintain service levels in predatory offender supervision units.

Polygraphs to Monitor Supervision

Department of Corrections: What steps have you taken to implement the use of polygraphs to monitor conditions of supervision?

Adult Services Division

In 2006, the Division's probation officers recommended a special condition permitting polygraph administration as part of probation supervision in all new pre-sentence investigations for sex offenses. Additionally, the inclusion of the polygraph condition for all new supervised release cases and restructures of existing supervised release cases is emphasized. In 2004, the Department began subsidizing polygraph examinations (both full disclosure and maintenance) during structured sex offender treatment. Despite significant reductions in available Purchase of Service (POS) funds, the Division has been able to maintain this important practice.

Juvenile Services Division

Polygraphs are administered in the two sex offender programs used for juvenile offenders (Project Pathfinders and Lutheran Social Services) to assess compliance with treatment. Polygraphs are not used as a standard clinical practice at START, the Department's in-house residential sex offender treatment program for juveniles. They are administered on a case-by-case basis as deemed necessary by the program's clinical staff, usually when there are concerns about a client's sexual history.

Use of GPS

Department of Corrections: What steps have you taken to implement the use of GPS for high-risk probation and non-ISR supervised release cases?

Adult Services Division

During 2006, Midwest Monitoring gave a presentation to staff at the Adult Services Division's Predatory Offender Unit regarding their passive, landline GPS system. Further discussions were had with the Department of Corrections' Hearings and Release Unit regarding the utility of this system. Unfortunately, the DOC-subsidized system does not use cellular technology; this greatly reduces its utility for those probationers and supervised releases with whom the Department deems most appropriate for this expensive technology—i.e. those residing in unstable, temporary, or shelter-type situations.

Evidence-based Practices (EBP)

Department of Corrections: How is your county progressing with evidence-based practices, such as risk/need assessments?

Overview

Basics of EBP. In 2005, the Department contracted with Ed Latessa, a nationally recognized expert, to provide an update on EBP for all staff, with additional sessions for judges and Department managers and supervisors. This series of training sessions supplemented Dr. Latessa's introductory series presented here in 2001.

Assessments. All Juvenile Services Division agents and supervisors have been trained to use the Youth Level of Service/Case Management Inventory (YLS/CMI) assessment tool; supervisors provide routine booster trainings. The Adult Services Division has trained all primary PSI writers in the use of the Level of Service Inventory-Revised (LSI-R) and boosters will be conducted on a regular basis. The Division has requested training for all remaining agents during 2007; we are currently addressing whether or not this can be accomplished with trainers available internally and in the statewide pool. The

Department's intent with all EBP training is to train by unit or pairs of units and then provide a trainer on-site for a short period following training to answer questions and assist with quality assurance. This plan puts an extra burden on current Department trainers. The Department has two trainers certified to train LSI-R.

Motivational Interviewing (MI). The Department has contracted with Michael Clark, a nationally-known trainer, to provide MI training in a series of three, two-day sessions beginning January 2007. The first training will be provided to one field unit and one institutional unit plus several employees who will potentially be trainers in the Department. The second session will build on the first. The third session will be for those employees who are interested in becoming internal trainers of MI; they must have attended the first two sessions and been approved by Clark. Preliminary planning is underway for a second series, primarily for the Adult Services Division. The two series will develop a pool of internal trainers who can then train all remaining Juvenile and Adult Services Division staff. Staff from the Ramsey County Correctional Facility is also participating in this training so that all employees with offender contact, across the agency, have the opportunity to develop these skills.

Case Planning. Preliminary training on case planning was conducted in the Juvenile Services Division in 2005. Additional, formal training in case planning, for Adult and Juvenile agents, will follow delivery of motivational interviewing training. The Department has two trainers certified to train Effective Case Management.

Cognitive-Behavioral Intervention (COG 101). Future training will include this or equivalent training to allow supervising agents to support and further cognitive-behavioral learning on a one-to-one basis when they are working with probationers.

In addition to these training sessions, the Department has provided training and/or developed trainers as follows:

- ART (Aggression Replacement Training). The Department has seven individuals trained as ART trainers. They have trained over 100 individuals to be ART facilitators, including staff from the Department and community agencies. In addition, two staff members are becoming Master Trainers; they will then be able to train other trainers.
- The Department has one trainer qualified to train CogWorks and one to train Thinking for a Change.
- One staff trains agents and community agency workers on Driving with Care facilitation and the use of the ASUDS-R assessment.

The Department is committed to developing a pool of trainers and bringing in outside expert trainers as needed to continue to develop and sustain EBP skills and knowledge.

Adult Services Division

- In November, all primary Pre-Sentence Investigators were trained in the LSI-R. Beginning in January 2007, the LSI-R will be incorporated into all new PSI interviews and reports. Employee committees are addressing quality control and process issues as well as structural integration of the risk assessment data into the PSI report. Planning is underway to determine a feasible timeline for training the remaining Division staff. The current goal is to provide LSI-R training to all staff during 2007.
- Motivational interviewing and case planning training should be completed by the end of 2008.
- Reorganization timelines have been set for the restructuring of Division services beginning in April 2007. Restructuring of the entire Division will be completed by the fall of 2007. This restructuring will provide staff with the opportunity to focus resources on high-risk offenders.
- Contract negotiations are underway with a vendor for a phone reporting system, which will be fully funded by offender payments, to assist with the supervision of low risk offenders. Implementation of the system is scheduled for spring of 2007.
- Discussions with Purchase of Service vendors are addressing EBP issues and outcome measure reporting in contracted services.
- Staff committees (line, supervisors, and managers) have been convened to design significant changes in:
 - Drug testing - technology, policies and procedures, and correctional response.
 - Employment training - purpose, content, vendors, and coordination of services with RCCF.
 - Cognitive skills groups - bringing cognitive skills programming in-house, selecting curricula, training existing staff to deliver the services, and exploring options to coordinate services with custodial facilities.
- Negotiations with the court are underway to restructure how the Division provides services to the judges, with the goal of focusing resources on higher risk offenders.
- The DWI Unit implemented the use of the ASUDS-R tool and associated Driving with Care programming to provide consistent sanctioning and behavioral intervention approaches for those convicted of Driving While Impaired offenses.
- Staff from the Domestic Violence Unit received training on and implemented the ODARA risk assessment tool for domestic violence.
- Staff from the Intensive Supervised Release Unit and the Predatory Offender Unit participated in the DOC Workgroup for Adult Sex Offender Supervision Standards and in the development of that group's report to the Legislature, which is due on February 1, 2007.
- Division staff has continued to participate in a creative and energetic strategic planning process with the Ramsey County Attorney's Office and other stakeholders to improve the crime victim restitution process.

- The Community Services Unit has reorganized its restitution function and is now providing restitution determination and victim contact procedures to all units in the Division.

Ramsey County Correctional Facility

Principles of EBP and training required to support this effort have been implemented at RCCF. Accomplishments include:

- All program staff and two correctional officers received Motivational Interviewing training.
- The program manager, a caseworker, and a correctional officer have been trained as facilitators in the Thinking for a Change cognitive curriculum.
- The program manager, a caseworker, and the Avalon chemical dependency treatment manager have been trained in the use of the ASUDS-R chemical evaluation and the Driving with Care curriculum.
- A caseworker has been trained as a facilitator in the ART curriculum.
- A 30-session ART group for inmates was completed.
- A 22-session Thinking for a Change cognitive program for inmates was completed.
- A comprehensive Field Training Officer Program was developed to train officers to serve as acting shift lieutenants.
- In January 2007, the program manager and a women's caseworker will be trained to be trainers in the use of Motivational Interviewing.

Juvenile Services Division

The Division has been aggressively implementing evidenced-based practices as follows:

- All juvenile probation officers along with caseworkers at Boys Totem Town and the Juvenile Detention Center have been trained in the administration of the YLS/CMI. Boosters are conducted every six months to insure fidelity and accuracy of scoring. The YLS/CMI is utilized to establish the risk, needs, and supervision level of offenders. YLS/CMI assessments are mandated before referral to several community-based alternatives and all out-of-home placements, which are reserved for juveniles at medium- and high-risk levels as determined by this tool.
- Community-based alternatives include Functional Family Therapy (FFT) and Aggression Replacement Training (ART). FFT is a family-based prevention and intervention program that has been applied successfully in a variety of contexts to treat high-risk youth and their families. Trained therapists from a variety of community-based organizations form a clinical team that provides FFT services in a client's home. FFT, Inc. mandates and provides training for therapists annually.
- ART follows a cognitive skills model that includes three areas of training: (1) skill streaming, a behavioral component designed to enhance pro-social skills; (2) anger control, an emotion-based component that teaches youth to manage anger appropriately and effectively; and (3) moral reasoning, a cognitive component that

builds the youth's ability to respond pro-socially to situations through group processing of moral situations. Staff from the Juvenile Services Division have been trained as trainers of ART and in turn have trained over 100 ART facilitators in Juvenile Probation, BTT, JDC, RCCF, and a variety of community agencies.

- For each of these practices, staff has been trained, outcomes have been established, reports have been created, and procedures have been implemented to insure program fidelity.
- Juvenile Services Division staff will be trained in Motivational Interviewing and Effective Case Management during 2007.

➤ **Boys Totem Town**

The PEARS treatment program has been reviewed and critiqued to insure consistency with the tenets of EBP and contemporary research. Specifically, EBP is being utilized as follows:

- A thorough assessment and individualized treatment plan is developed for each resident. At the core of this process is the YLS/CMI.
- BTT uses an individual treatment plan to guide the intervention strategies for each resident. The plan and interventions are continually monitored and evaluated for effectiveness throughout the resident's commitment.
- BTT's Cultural Corner provides activities to increase awareness and celebrate the various cultures represented within BTT.
- The Circle of Care mentoring program matches ethnically diverse community members with BTT residents, providing support upon their transition to the community.
- 38% of the program staff are people of color.
- 18 staff are trained to facilitate ART groups.
- The Stages of Change model is utilized as a measure for a resident's progression through the level system.
- Motivational Interviewing training will be a major focus for staff training in 2007.
- BTT uses a set of 15 behavior change contracts to address identified criminogenic needs.
- BTT involves parents in their children's treatment through parent orientation, weekly family groups, staffing meetings during placement, individual family sessions, parent involvement day, and school open houses.
- The Correctional Program Assessment Inventory (CPAI) has been utilized in evaluating the BTT treatment culture. Another instrument, the Correctional Inventory Environmental Scale (CIES), is used quarterly to evaluate the treatment environment and as a means of training staff to improve the milieu.
- BTT's Transition Unit is dedicated to insuring a youth's successful return to the community following placement.

➤ **Juvenile Detention Center (JDC)**

Over the past year, JDC has continued its development and use of evidence-based practices:

- All supervisors have received training in Motivational Interviewing; program staff will be trained in January 2007.
- JDC has continued its collaboration with Juvenile Probation in providing ART to residents in the Long Term Program as well as clients on probation. JDC currently has nineteen line staff and two supervisors trained in ART, and it remains a consistent component of the facility's program units.

II. Outcome Measurement

Mission and Outcomes	1
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Mission And Outcomes

2007 Supplemental Budget

Department	Community Corrections
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Mission	Building safe and healthy communities through interventions that promote personal change and accountability.
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(The outcomes listed below are not necessarily in priority order.)

Outcome #1	Offenders are held accountable.
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Outcome #2	Offenders' risk factors are reduced.
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Outcome #3	Crime victims' rights are addressed and losses are restored.
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Outcome #4	Department staff and institution residents are safe.
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Outcome, Performance Measures and Discussion

2007 Supplemental Budget



Department: Community Corrections

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

Outcome

Offenders are held accountable.

Services/Programs

The Department's key services are focused on the goal of enhancing public safety. These services include:

- Assessing the risk that offenders pose to the community and identifying each offender's specific risk factors;
- Holding offenders accountable and managing current risk; and
- Reducing future risk by intervening on factors that are amenable to change through supervision and treatment programs that have been shown to impact criminal behavior.

The Department is involved in several initiatives to ensure that its services are compliant with Evidence-Based Practices (EBP), a body of research which identifies the correctional practices most likely to achieve these public safety goals. These efforts are led by a team whose goal is: "To build a learning organization that reduces recidivism through systemic integration of evidence-based principles in collaboration with community and criminal justice partners."

There are three indicators used to measure one Department outcome – Offenders are held accountable – which are discussed in this document:

- 1) **Defendants/offenders follow court-ordered conditions.**
- 2) **Offenders perform community service obligations.**
- 3) **Graduated sanctions are used for non-compliant behavior.**

Measures

1) **Adult defendants follow court-ordered conditions (Pre-Trial Services – Adult Defendants).**

- a) % of defendants released after screening who appeared for their initial court appearance. **(Pre-Trial Jail Screening)** (1400/1532)
 - 91% in 2005
- b) % of diverted defendants who successfully completed court-imposed conditions. **(Diversion)** (283/407)
 - 70% in 2005

Discussion of Measures, Trends & Issues

Pre-trial services in Minnesota are the responsibility of corrections departments. In Ramsey County, these services are provided by Project Remand, a private, non-profit agency, through a purchase of service contract with the County.

Outcome, Performance Measures and Discussion

2007 Supplemental Budget



a) Pre-Trial Jail Screening is conducted on all arrestees following their booking into the jail. The primary purpose of jail screening is to determine eligibility for arrestees' release on their own recognizance or determination of bail. The rate of appearance for court and the total number of offenders screened has changed very little over the last four years. The high rate of appearance supports the validity of the screening instrument in use by Project Remand.

b) Diversion provides an alternative from traditional court processing of misdemeanor, gross misdemeanor, and some less serious felony cases. The rate of success has stayed between 70% and 75% over the past four years, and the total number of defendants placed on diversion has stayed relatively flat.

Strategies

As the Department examines current practices and programs in light of evidence-based practices, Project Remand will continue to be a partner in this endeavor. More efficient and effective methodologies for monitoring and providing appropriate interventions to pre-trial defendants may increase rates of successful completion for the Diversion population.

Measures

1) Adult offenders follow court-ordered conditions (Adult Probation).

- c) % of offenders who successfully completed court-ordered conditions of probation (in development).
- d) % of offenders who were revoked as a result of a probation violation (in development).
- e) % of offenders on probation who were convicted for a new offense within three years from the start of supervision or, for those whose probation was less than three years, prior to discharge. (716/6490)
 - 11% starting probation in 2002

Discussion of Measures, Trends & Issues

c) In 2005, the Adult Services Division began entering data into the Court Services Tracking System (CSTS) database as to the compliance with specific conditions of probation (e.g. completion of a treatment program, restitution, urinalysis testing, etc.) on new cases. In the future, it will be possible to report on the level of completion of court-ordered conditions.

d) Modifications made to the CSTS database in 2005 will enable us to accurately report on numbers and percentages of cases that are closed as a result of a revocation. This will include the ability to report the revocation data on probationers and supervised releasees separately.

e) The 11% recidivism rate for this population for 2002 compares to the previous two years as follows: 13% in 2001 and 13% in 2000. It is notable that for the 2002 population, 94% had no new felony offenses. It is difficult to compare recidivism rates across jurisdictions since there are a wide variety of methods of calculation.

Outcome, Performance Measures and Discussion

2007 Supplemental Budget



Outcome, Performance Measures and Discussion

2007 Supplemental Budget



Measures

2) Offenders perform community service obligations (Adult Probation and Juvenile Probation).

- a) % of offenders who successfully completed the Sentence to Service program.
 - 83% of adult offenders (571/684)
 - 80% of juvenile offenders (453/567)

- b) % of offenders who satisfied their Community Work Service obligation.
 - 69% of adult offenders (1241/1790)
 - Juvenile Probation – in development

Discussion of Measures, Trends & Issues

a) Sentence to Service (STS).

Adult Probation. STS is a work crew program that operates as an alternative to incarceration at the Ramsey County Correctional Facility (RCCF) and the Regional Corrections Center for Women (VOA). It is a partnership among Ramsey County Community Corrections, RS Eden, and the Minnesota Department of Corrections. STS not only holds offenders accountable for the court-ordered sanction, but it also provides valuable, visible community service and reduces crowding in the correctional facilities.

In 2005, 83% of offenders successfully completed the STS program; 70,572 hours of work were performed. At \$5 per hour, that represents a value of \$352,860 to the community. In addition, bed days saved at RCCF and VOA represent a value of \$673,482. The total number of offenders placed on STS has risen from 460 in 2000 to 684 in 2005. Despite this, the rate of successful completion of the STS program has increased from 75% in 2000 to 83% in 2005. Some of the factors contributing to this positive trend include careful screening of participants, clearly articulated program expectations, and effective coordination between STS coordinators and crew leaders.

Juvenile Probation. Juvenile offenders are required to follow specific conditions of probation. Failure to do so can result in a violation of probation and sanctions imposed by Juvenile Court or the probation officer. One community-based sanction is STS work crews. Offenders are required to report to the Juvenile Family and Justice Center on assigned weekend days and participate on work crews that perform a variety of tasks in the community such as picking up roadside litter, shoveling snow, and cleaning parks.

b) Community Work Service (CWS).

Adult Probation provides coordination and monitoring of community work service at nonprofit or public sites for adult offenders ordered by the court to complete work service hours. This work service may be a condition of a stayed sentence or an alternative to the payment of a monetary fine.

In 2005, 69% of offenders successfully completed the CWS program; 43,591 hours of work were performed. At \$5 an hour, this represents a value of \$217,955 to the community. Successful completion rates have ranged from 73% in 2002 to 69% in 2005.

Juvenile Probation. Juvenile offenders are frequently required to perform CWS as a restorative justice measure to victims and the community. The court also orders CWS when a juvenile is too young to be employed and is unable to pay restitution. CWS is an effective community-based tool that holds offenders accountable for their delinquent actions by engaging them in productive work that is completed in their community.

Outcome, Performance Measures and Discussion

2007 Supplemental Budget



Strategies

Adult Probation. In Ramsey County's request for Federal Earmark funds, the Department included a proposal to expand the work crew concept utilized in STS to offenders performing court-ordered CWS hours. It is anticipated that this expansion would increase the success rate for those currently performing CWS. Additionally, the Department is working with the Ramsey County Court to examine current sentencing in light of research and evidence-based practices, which may have an impact on the numbers and types of offenders ordered to complete CWS.

Juvenile Probation. In 2006, the Juvenile Services Division will begin entering CWS Conditions of Probation data into the CSTS database to facilitate the tracking of compliance. In the future, it will be possible to report on this measure.

Measures

3) Graduated sanctions are used for non-compliant behavior.

- a) **Ramsey County Correctional Facility (RCCF).** All inmates committing a major rule infraction (1066 infractions in 2005) were issued a violation and received consequences depending on the severity of the infraction.
 - 84% of infractions resulted in up to 3 days lost good time and/or security time. (895/1066)
 - 11% of infractions resulted in 4-7 days lost good time and/or security time. (116/1066)
 - 5% of infractions resulted in 8 or more days lost good time and/or security time. (55/1066)
- b) **Boys Totem Town (BTT).** All residents committing a major rule infraction were issued a violation and received consequences depending on the severity of the infraction (in development).
- c) **Juvenile Detention Center (JDC).** All residents committing a major rule infraction (1281 infractions in 2005) were issued a violation and received consequences depending on the severity of the infraction.
 - 82% of infractions resulted in 1-24 hours Disciplinary Room Time. (1,052/1281)
 - 18% of infractions resulted in 24+ hours Disciplinary Room Time. (229/1281)

Discussion of Measures, Trends & Issues

Inmates and residents at RCCF, BTT, and JDC are held accountable for their behavior while incarcerated. Upon entering a facility, they receive written and verbal behavioral expectations and the consequence for violation of these expectations. Those charged with rule violations are afforded due process protections, including the right of appeal. Sanctions are graduated based on the seriousness of the rule violation and mitigating and aggravating circumstances. The expectation is that all inmates found guilty of major rule violations will receive appropriate sanctions; the goal of each facility is to be aware of all rule violations that occur.

Poor facility design and overcrowded conditions are major factors that contribute to rule violations occurring and staff not being aware of incidents. All three facilities have design limitations that make them less than optimal for monitoring a large number of people. RCCF and JDC are experiencing average daily populations (ADP) that far exceed their operational capacity (the number of beds that the ADP should not exceed). The ability to properly classify and separate those incarcerated to ensure that they receive the appropriate level of supervision has become severely limited.

Outcome, Performance Measures and Discussion

2007 Supplemental Budget



RCCF reviews every Incident Report and Due Process Hearing Record to ensure that sanctions are appropriate. Major rule violation sanctions are classified as 0-3 days, 4-7 days, and 8 or more days lost good time/security time.

BTT addresses rule infractions through the Personal Effort and Responsibility System (PEARS). Minor rule infractions result in fines where a resident's points are subtracted from his token economy account; major rule infractions result in graduated sanctions, which include the loss of points, contract work related to the infraction, dorm service hours, restriction from certain privileges, or total restriction from all privileges for a certain number of days. Making reparations is also an element of the consequence.

JDC tracks minor rule violations, which may result in verbal discussion or the use of a 1-60 minute Time Out; major rule violations are separated into two categories, 1-24 hours and more than 24 hours. Work Program residents are subject to the above due process system plus they may lose "good time" based on their behavior, resulting in a longer stay at JDC.

Strategies

The certainty of being caught and receiving appropriate consequences, along with early staff intervention, should minimize the number of rule violations committed by inmates/residents. Ongoing efforts to ensure accountability include:

- **Inform** inmates/residents of what conduct constitutes a rule violation and the prescribed sanction. At BTT, interventions are done within the context of the individualized treatment plans, making the consequence more relevant and a learning experience, in addition to being a sanction.
- **Provide** good programming so that the majority of an inmate/resident's day is in structured activities or work.
- **Train** staff to recognize violations and how to respond appropriately.
- **Maintain** open lines of communication between those incarcerated and staff at all levels of the organization.

Future strategies include:

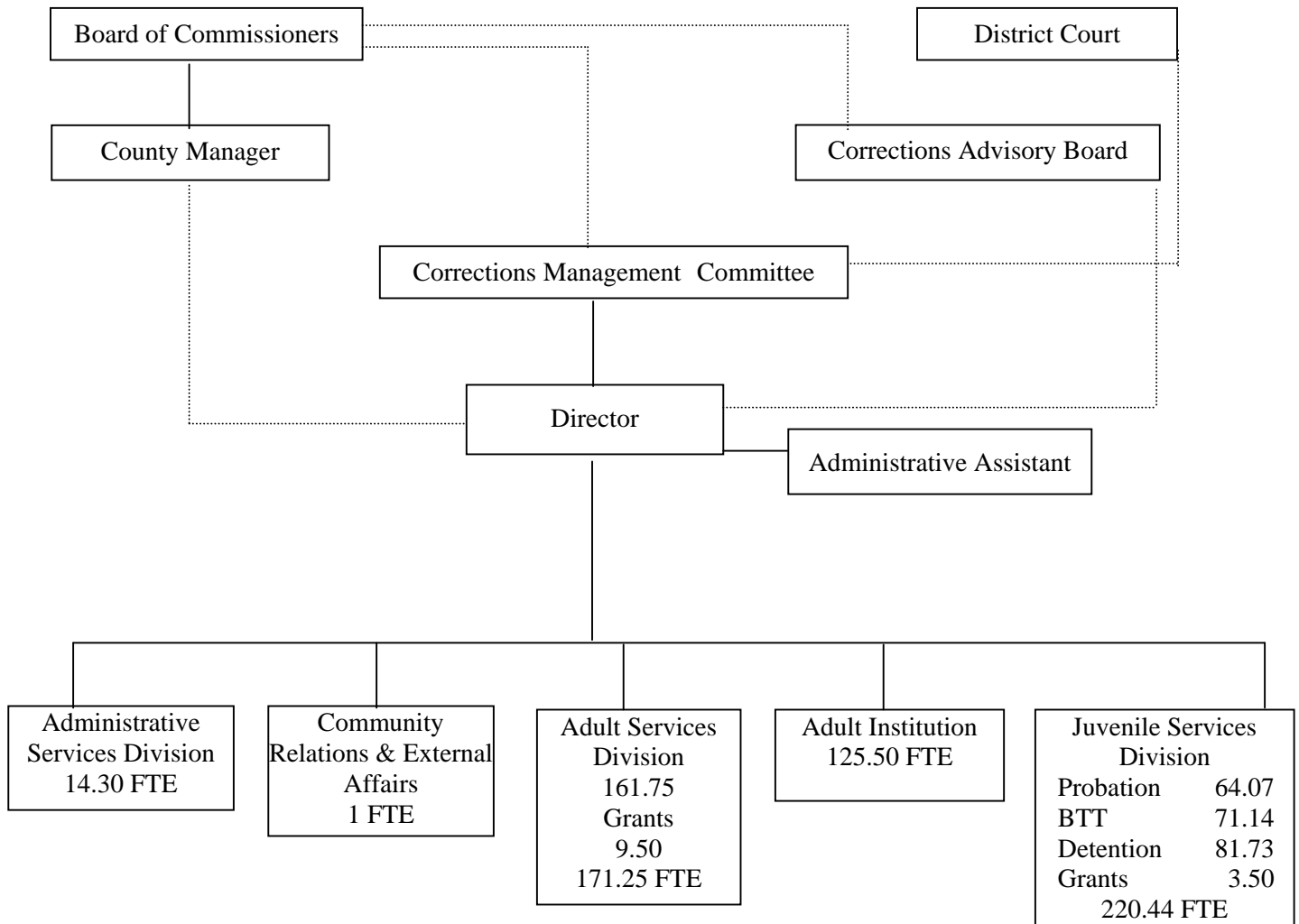
- **Provide direct supervision for all medium- and high-risk offenders.** The Department is in the process of expanding the RCCF to meet the facility's bed needs through approximately 2010. This will alleviate overcrowded conditions and allow for proper classification and separation of inmates, with those requiring a higher level of supervision being housed in direct supervision units. The facility is also reviewing the classification process and implementing a risk assessment tool to ensure the most valid classification possible.
- **Meet the needs of changing populations.** Planning has started on how the juvenile facilities can better meet the needs of populations that are increasing in numbers and exhibiting more problematic characteristics (decrease in mental capacity, higher risk levels, and more serious mental health needs). At BTT, a new facility would utilize contemporary designs, allowing for better supervision and enhanced population management strategies. JDC is looking at remodeling existing space to meet program needs.
- **Reduce overcrowding.** The **Juvenile Detention Alternatives Initiative (JDAI)** should reduce overcrowding at JDC and thereby allow staff to abide by the facility's resident classification policy in a more consistent manner. Placing residents in the appropriate living unit is an important step in providing a safe environment.
- **Track BTT infractions.** In mid-2006, BTT will begin tracking major and minor infractions and sanctions for reporting and analysis during the next budget cycle.

III. Organization Chart

2005 ORGANIZATION CHART

Personnel – FTE

2004 Budget -	533.49
2005 Budget -	534.49
2006 Proposed -	528.49
2007 Proposed -	525.99
2006 Approved -	531.99
2007 Approved -	526.99



IV. Budget and FTEs by Program Area