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Performance Report

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Corrections

Minnesota Department of Corrections

Agency Performance Report

Executive Summary

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Overview:

On August 2, 1996, Gothriel (Fred) La Fleur was appointed as the commissioner of corrections. The commissioner has appointed his executive staff and has implemented several new agency policies and initiatives.

The department is expanding the use of contract beds, multiple-occupancy celling and lock-down units to help control facility costs. Additionally, the department has expanded work release, developed a juvenile service unit and sought federal funding for prison construction, chemical dependency programming and victim services.

During December, the executive staff will be reviewing the Department of Corrections' mission, goals and objectives. In addition, a newly created planning and research unit will monitor and evaluate the performance measures over the 1998-99 biennium.

Agency Mission and Goals:

"Our mission is to ensure that sanctions and services of the criminal justice system are designed and delivered to create a safer Minnesota."

- To restore the victim, community and offender
- To develop and support a range of correctional services and programs
- To provide a safe, secure, humane environment for incarcerated offenders
- To manage the organization effectively and efficiently
- To educate and work cooperatively with other public and private organizations on common issues.

Agency Overview:

Performance measures contained in this report reflect the Department of Corrections activities during 1995 and 1996. Future reports will address changes currently underway in the department.

The department of corrections is currently operating with four programmatic divisions, which are detailed by section of this report. Additionally, the department has a Management Services division to support the other four programmatic divisions listed below.

Correctional Institutions
Juvenile Services
Community Services
Crime Victim & Prevention Services

Adult Institution Summary:

The department operates seven adult correctional facilities--one adult female and six adult male. In addition, Red Wing has adults and juveniles. The two primary duties are to (1) accept persons committed to the commissioner by the courts of Minnesota for care, custody and rehabilitation and (2) to determine the place of confinement of committed persons in a correctional facility and to prescribe reasonable conditions and rules for their employment, conduct, instruction and discipline during incarceration.

The U.S. Department of Justice defines the mission of prison as to keep prisoners--to keep them in, keep them safe, keep them in line, keep them healthy and keep them busy...and to do it with fairness, without undue suffering and as efficiently as possible. A review of a daily routine of a Minnesota state correctional facility mirrors this list of basic activities.

Key Performance Indicators

Minimize escapes from correctional facilities

- A: Escapes (maximum, close or medium)
- B: Escapes (minimum walk-a-ways)
- C: Escapes (during transportation)

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	0	0	0	0	0	0
B	19	19	8	0	0	0
C	0	0	0	0	0	0

Preventing escapes is the primary means of protecting the public from the offenders during the term of their incarceration.

Number of Assaults in Correctional Facilities

- A: Number of assaults on staff
- B: Number of assaults on inmates

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	53	75	78	0	0	0
B	201	195	135	0	0	0

The department continues to proactively restrict inmates' access to potential weapons and to intervene in inmate incompatibility to minimize the possibility of assault.

Number of institution rule violations

- A: Number of violations
- B: Penalties resulting in loss of good time or segregation

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	8,104	9,489	10,727	10,727	10,727	10,727
B	2,112	2,398	3,688	3,688	3,688	3,688

Facility rules must be clear and sanctions for their violations must be specified in advance and applied consistently. Enforcement and adjudication must provide due process and there must be provision for independent review of decisions.

Basic health care component

- A: Number of inmate physical, dental, psychological screenings

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	100%	100%	100%	100%	100%	100%

Minnesota statute 241.021, subd. 4, states that the commissioner of corrections shall provide professional healthcare to persons confined in institutions under the control of the commission of corrections. In addition, US constitution standards require that inmates be provided basic medical care.

Average inmate daily assignments

- A: Productive assignments
- B: Percent in education programs
- C: Chemical dependency annual program capacity (inmate participation estimate)
- D: Sex offender annual program capacity (inmate participation estimate)
- E: Number in MINNCOR work programs
- F: Number in other work programs

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	61%	64%	66%	68%	70%	72%
B	36%	36%	39%	39%	39%	39%
C	300	320	500	910	910	910
D	201	285	285	285	285	285
E	762	872	926	926	926	926
F	888	912	1,315	1,315	1,315	1,315

Inmate idleness creates security and management problems within a correctional facility. Keeping inmates busy and occupied in productive assignments tends to create a safer environment for both staff and inmates.

Juvenile and Legislative Services Summary:

This newly created division provides the overall planning and direction for the department's juvenile residential facilities and the Office of Juvenile Release. It also includes the three juvenile residential facilities--Red Wing, Sauk Centre, and Thistledew Camp. In addition, this division is responsible for legislative issues.

Delinquent juveniles committed to the commissioner of corrections are housed at either Red Wing or Sauk Centre. Primary program components at both facilities include individualized assessment, treatment and community re-entry planning, individual and group counseling, year-round education programming and community service, religious and recreational activities. There is specialized programming for the serious, chronic and extended jurisdiction juvenile, the sex offender and the juvenile female offender.

Key performance indicators are established and data collection efforts for FY97 will be created.

Key Performance Indicators

Residents who have family, significant adults and/or mentors involved

- A: Percent residents having family/others involved in their programming
- B: Percent residents having family/others visit
- C: Percent residents having successful furloughs

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	*	*	*	*	100%	100%
B	*	*	*	*	100%	100%
C	*	*	*	*	100%	100%

The great majority of residents released from the facility return to their home community and family. Family visits and furloughs provide residents an opportunity to maintain, examine and re-evaluate their ties with the community and to develop community re-entry plans.

Resident misconduct processes

- A: Number of misconduct processes that comply with guidelines

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	*	*	*	*	100%	100%

Imposing discipline consequences that limit the freedom and activity of residents requires a fair and impartial decision-making and disposition process. Accreditation and licensing standards require the facilities to adhere to due process procedures.

Reoffense within 2 years

- A: Percent reoffending within two years of release

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	*	*	*	*	60%	75%

For those who have been assessed and where there was appropriate programming, reoffense within two years will be reduced.

* New performance indicator and FY 1997 will be used as the base year

Escapes from juvenile facilities

A: Number of escapes from facility

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	106	119	86	0	0	0

Security is one of the functions and purposes of these facilities since juveniles are sent there for programming and to be removed from their communities.

Health appraisals and follow-up

A: Health appraisals provided to residents
B: Follow-up provided by appropriate specialists

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	*	*	*	*	100%	100%
B	*	*	*	*	100%	100%

The condition of the health of residents held at facilities and any special needs should be appraised and evaluated early so that appropriate treatment needs may be met.

Accreditation by ACA.

A: MCF-Sauk Centre and MCF-Red Wing accredited by American Correctional Association
B: Thistledeew Camp, Red Wing and Sauk Centre licensed by DOC
C: Thistledeew Camp accredited by Association for Experiential Education

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	*	*	*	*	2	2
B	*	*	*	*	3	3
C	*	*	*	*	1	1

In a situation where the legality of institutional practices might be challenged, accreditation acts as a professional standard to be used to demonstrate to a court the appropriateness and accepted practice engaged in by the facility.

Completion of assessments

A: Evaluations completed for incoming residents
B: Residents receiving programming (individual release plan)
C: Residents completing goals (individual release plan)

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	*	*	*	*	100%	100%
B	*	*	*	*	100%	100%
C	*	*	*	*	100%	100%

The state correctional facilities for juveniles need to provide services based on the needs of offenders, which are established by assessments.

* New performance indicator and FY1997 will be used as the base year.

Community Services Summary:

The Community Services Division provides a broad range of direct correctional services to adults and juveniles in the community. This division also provides advice, guidance, grants and subsidy monitoring to local units of government.

The Probation and Supervised Release Unit provides community supervision in 56 counties that are not organized under the Community Corrections Act (CCA). This unit is responsible for felony services in all 56 counties, and adult misdemeanor and juvenile services in 24 counties.

Key Performance Indicators

Average workload per correctional agent

- A: Adult agents points
B: Juvenile/adult misdemeanor agent points

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	191	180	163	156	156	156
B	127	127	135	121	121	121

One of the primary functions of a corrections agent is to provide supervision to offenders under the jurisdiction of the District Court and the Department of Corrections.

Restitution Collected

- A: Restitution collected (in 1,000 of dollars)

	Actual FY94	Actual FY95	Actual FY96	Est. FY97	Est. FY98	Est. FY99
A	\$1,011	\$1,023	\$1,387	NA	NA	NA

Restitution is a court-ordered financial obligation requiring offenders to reimburse victims for their monetary loss as a result of criminal behavior.

Pre-Sentence Investigations (PSI)

- A: Number of PSIs ordered
B: Percent completed in 28 working days

	Actual FY94	Actual FY95	Actual FY96	Est. FY97	Est. FY98	Est. FY99
A	2,577	2,789	2,557	NA	NA	NA
B	63%	66%	63%	70%	70%	70%

DOC agents are required to complete all PSIs ordered by the courts. Timely completion is vital to the court so that appropriate decisions regarding sentencing and conditions of probation can be made.

Felony reconviction

- A: Number of offenders placed on probation
B: Number committed to prison within 2 years

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	2,737	NA	NA	NA	NA	NA
B	6.6%	NA	NA	10%	10%	10%

Most felony offenders in Minnesota are not sent to prison, but are kept in the community with a combination of local jail time and probation as a sanction for their criminal behaviors. Probation is intended to hold the offender accountable for the conditions of the probation agreement.

The Sentence to Service Unit provides a very specific sentencing option to the court for non-dangerous offenders. It provides supervised work crew activities as the sanction or part of the sanction, which are productive in nature and are beneficial to the citizens of the state.

Key Performance Indicators

Offenders participating in STS program

- A: Offenders participating in STS
B: Percent successful completion

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	9,771	11,698	13,027	14,000	15,000	15,000
B	88%	88%	89%	88%	88%	88%

Offenders who complete court and probation sanctions are more likely to remain law-abiding.

Jail days saved

- A: Number of jail days saved by using Sentence to Service

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	41,537	50,738	51,196	51,000	51,000	51,000

By using Sentence To Service, a greater number of jail beds are available to be used by the counties.

Hours worked by offenders on STS crews

- A: Number hours worked (in 1,000s)

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	637	764	790	840	840	840

Work done by Sentence-To-Service (STS) crews is work that cannot be done due to budgetary constraints or that would not normally be done by regular employees.

The Community Correctional Alternatives Unit helps to control the criminal behaviors of offenders in the community and to foster the development of skills needed to live a law-abiding life. The department is involved in activities such as alternative programs, non-residential programs and work release.

Key Performance Indicators

Work release

- A: Number of work release population

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	177	165	175	180	180	180

The work release program provides a structured transition period for select offenders returning to the community with emphasis on having offenders secure employment and residence prior to their release.

Residential Placements

- A: Number of residential placements

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	14,500	14,806	16,005	17,288	16,538	15,823

Because public safety is the prime mission of the department, it is important that community resources remain available to closely supervise the persons who are most likely to reoffend. These programs are designed to enhance public safety by serving troublesome and dangerous offenders on release status.

The Facility Planning and Inspection Unit activities are designated to ensure that conditions of confinement and security of persons detained or incarcerated in local facilities meet basic safety, health and constitutional standards.

Key Performance Indicators

Facilities meeting criteria

A: Facilities meeting criteria

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	75%	61%	72%	70%	75%	80%

Mandatory standards must be met by the facility or waived by the commissioner for the facility to be licensed to operate.

Unnatural causes of deaths

A: Ratio of unnatural deaths to average daily population per 1,000 average daily population admissions.

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	1.4	.23	NA	1.0	1.0	1.0

This measure directly demonstrates progress towards creation of a safe environment for persons detained or confined.

Training Hours

A: Number of training hours
B: Percent increase in pre/post test results

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	7,440	7,886	6,657	5,000	5,000	5,000
B	38%	34%	27%	25%	25%	25%

Training of jail staff is critical to consistency in performance of job responsibilities and reduction in potential liability for failure to train.

The Community Services Support Unit is responsible for the administration of the grant subsidies to counties under the Community Corrections Act.

Key Performance Indicators

Clients Served

A: Number of clients served (in 1,000s)
B: Annual cost per client

	Actual CY94	Actual CY95	Actual CY96	Target CY97	Target CY98	Target CY99
A	216	227	238	250	267	284
B	\$600	\$600	625	\$625	\$625	\$625

Through CCA grant and grant process, the department will ensure that programs are available to offenders in all categories and that these programs are administered in a cost-effective manner.

The Community Services Support Unit is responsible for the administration of the grant subsidies to counties under the Community Corrections Act.

Key Performance Indicators

Clients Served

A: Minnesota acceptances that meet interstate compact criteria, excluding "with consent".

	Actual CY94	Actual CY95	Actual CY96	Target CY97	Target CY98	Target CY99
A	*	*	*	NA	NA	NA
B	*	*	*	90%	90%	90%

The Interstate Compact is a federal agreement which carries the weight of federal law, that was established to provide for control of offender movement between states.

Crime Victim and Community Preservation Unit:

This division provides overall administration of victim service grant funds in three service categories: battered women, victims of sexual assault and general crime victims. Grants are awarded to public and nonprofit organizations to achieve direct services, networking, education and social change objectives. Grant monies are appropriated from the legislature, through federal grant programs and provided from inmate wage deductions.

In cooperation with victim-service providers in the community, this unit also participates in planning and public policy initiatives to benefit victims.

The Community Preservation Unit is designed to ensure a partnership is developed with communities most impacted by crime and to coordinate a bridge between communities of color and the Department of Corrections; and to assess how the Department of Corrections is presently responding to communities relative to culturally-specific programming both in the community and within the department.

The Community Preservation Unit is also responsible for assisting communities in the design of outreach, education, public awareness, and mobilization models to provide a link between the Department of Corrections and affected communities. This Unit is to assist communities in the development of community interventions and prevention initiatives.

Key Performance Indicators

Primary and Secondary victims receiving services

- A: Primary victims who are receiving services (in 1,000s)
- B: Secondary victims who are receiving services (in 1,000s)

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	129	136	113	124	124	124
B	4	11	11	4	4	4

In furtherance of the state policy of zero tolerance for violence and that every victim of violence in Minnesota has access to necessary services, state general financing is utilized for funding victim services programs.

Training of Professionals and Communities

- A: Community education presentations made (in 1,000s)
- B: Number of individuals attending presentation (in 1,000s)
- C: Professional training sessions that were held (in 1,000s)
- D: Number of professionals who were in attendance (in 1,000s)

	Actual FY94	Actual FY95	Actual FY96	Target FY97	Target FY98	Target FY99
A	8	8	8	8	8	8
B	250	374	303	264	264	264
C	2	2	3	2	2	2
D	38	42	40	40	40	40

Increased awareness and training may impact the number of future victims and the make professionals aware of victim issues.

AGENCY PERFORMANCE REPORT

1996

**CORRECTIONS
DEPT**

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AGENCY : CORRECTIONS DEPT**MISSION**

Our mission is to ensure that sanctions and services of the criminal justice system are designed and delivered to create a safer Minnesota.

GOALS

- To restore the victim, community and offender.
- To develop and support a range of correctional services and programs.
- To provide a safe, secure, humane environment for incarcerated offenders.
- To manage the organization effectively and efficiently.
- To educate and work cooperatively with other public and private organizations on common issues.

EXPENDITURES AND STAFFING

Program	F.Y.1996 Expenditures (\$ in Thousands)	Percent of Total	FTE Staff Positions	Percent of Total
CORRECTIONAL INSTITUTIONS	\$189,620	64.77%	2682	79.31%
JUVENILE SERVICES	\$18,143	6.20%	309	9.14%
COMMUNITY SERVICES	\$65,322	22.31%	276	8.17%
CRIME VICTIM & PREVENTION SVC	\$12,414	4.24%	14	0.43%
MANAGEMENT SERVICES	\$7,273	2.48%	100	2.96%
Total	\$292,772	100.00%	3382	100.00%

The department is divided into five programmatic divisions: 1) Correctional Institutions; 2) Juvenile Services; 3) Community Services; 4) Crime Victim and Prevention Services; and 5) Management Services. Planning is emphasized and services are delivered through a variety of direct criminal justice sanction activities, through state and local partnerships with counties and other local units of government, and through grants to non-profit organization service providers. Underlying the department's mission and goals are the department's core values:

- We value managing our services with openness, integrity, and accountability to the public.
- We value the dignity of individuals and their potential for growth and development.
- We value the rights of the victim.
- We value staff as our most valuable resource in accomplishing our mission, and we are committed to the personal welfare and professional development of each employee.
- We value leadership that encourages open communication and is responsive to innovation.
- We value the strength that comes with diversity.
- We value the safe, humane, and fair treatment of offenders.

WAYS TO IMPROVE PROGRAM OUTCOMES

While there are no specific statutory changes that would increase the flexibility of programs to respond to changing needs within the Department of Corrections, internal review of all programs is currently underway. By reviewing all programs, the Department of Corrections is in the process of streamlining functions and maximizing productivity, as defined by the performance measures outlined in this report.

There are several demographic factors that are weighing heavily upon the Department of Corrections. First and foremost is the increase in the number of offenders being sentenced to prison for longer periods of time. To accommodate these changes, which are expected to continue in the future, the Department of Corrections has established a planning and research division. This new division is expected to work with the Sentencing Guidelines Commission to project future prison population and match it to the expected prison capacity. In essence, plan when and how future prison growth will be handled.

To achieve this activity, the department completed an extensive review of the current capacity of all Minnesota prisons. After much discussion and debate, the Department of Corrections has established a 98 percent occupancy level to ensure offender control, provide a safe and human environment and manage prisons effectively and efficiently. The two percent margin allows for cell maintenance, adequate segregation units for control of offenders and to ensure space to relocate offenders to divert confrontation.

The second increase has been in the number of offenders that are under supervised release or on probation. In 1996, it is estimated that these offenders totaled over 100,000. To ensure that these offenders are properly supervised, the 1994 legislature provided probation caseload reduction funding. This funding has been distributed to all 87 counties and resulted in over 180 new probation officers being hired.

The third area of concern is in the number of juveniles sentenced under the new Extended Juvenile Jurisdiction (EJJ) law. Since this law was enacted in January 1995, over 150 juveniles have been sentenced. The department is currently making an extensive review of the EJJ legislation and of the juveniles sentenced under it. In addition, the department is currently reviewing both Sauk Centre and Red Wing programs to maximize the services provided to juveniles in Minnesota.

The final area of concern is the increase in the number of victims. Efforts will be made to reduce the number of victims through innovative prevention efforts.

The Department of Corrections established a worker participation committee consisting of one representative from each of the department's bargaining units plus the commissioners' and managers' plan, and managers from each of the department's major program areas. The worker participation committee revised and recommended to the Commissioner of Corrections a mission statement for the department along with its major goals and the department's core values which were included in the 1994 Performance Report.

For the 1996 report, each major program or division prepared its own section of the report with input from employees in the division. Each section had wide distribution and review within the department before being combined in the final report.

Date : December 6, 1996

Agency Expenditure Summary

F.Y. 1996

NAME	(in thousands \$)	% of \$	FTE	% of FT
AGENCY: CORRECTIONS DEPT	\$292,772	100.0%	3,382	100.0%
PROGRAM: CORRECTIONAL INSTITUTIONS	\$189,620	64.8%	2,682	79.3%
PROGRAM: JUVENILE SERVICES	\$18,143	6.2%	309	9.1%
PROGRAM: COMMUNITY SERVICES	\$65,322	22.3%	276	8.2%
BACT: PROBATION & SUPERVISED RELEASE	\$9,049	3.1%	164	4.9%
BACT: COMM CORR ACT	\$34,243	11.7%		0.0%
BACT: COMMUNITY CORRECTIONAL ALTERNA	\$8,975	3.1%	14	0.4%
BACT: SENTENCING TO SERVICE	\$4,135	1.4%	72	2.1%
BACT: FACILITIES PLANNING & INSPECTI	\$1,880	0.6%	12	0.3%
BACT: COMMUNITY SERVICES SUPPORT	\$7,040	2.4%	14	0.4%
PROGRAM: CRIME VICTIM & PREVENTION SVCS	\$12,414	4.2%	14	0.4%
PROGRAM: MANAGEMENT SERVICES	\$7,273	2.5%	100	3.0%

Agency : CORRECTIONS DEPT

Program : CORRECTIONAL INSTITUTIONS

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$189,620	64.77%
From Federal Funds	\$1,036	
From Special Revenue Funds	\$2,183	
From Agency Funds	\$15,742	
General	\$158,522	
From Gift Funds	\$23	
From Correctional Industries Funds	\$12,114	
Number of FTE Staff:	2682	79.31%

GOALS :

- To provide a safe, secure, humane environment for incarcerated offenders. (M.S. 241.01)
- To restore the victim, community and offender. (M.S. 241.01)
- To develop and support a range of correctional services and programs. (M.S. 241.01)
- To manage the organization effectively and efficiently. (M.S. 241.01)

DESCRIPTION OF SERVICES :

- The department operates seven adult correctional facilities including six for males and one for females. One juvenile facility serves both adults and juveniles which is MCF-Red Wing. Under the new program structure of the department, Correctional Institutions now includes adult facilities only. Red Wing is included under Juvenile Services.

This division has two primary duties: 1) to accept persons committed to the commissioner by the courts of Minnesota for care, custody and rehabilitation (M.S. 241.01); and 2) to determine the place of confinement of committed persons in a correctional facility and to prescribe reasonable conditions and rules for the employment, conduct, instruction and discipline (M.S. 241.01). This set of primary duties as defined asks the prison system to take over where other institutions of society have failed or are unable to address certain societal shortcomings, thus the state prisons are at the end of the offender flow in the criminal justice system.

The primary mission of a prison as discussed in the Department of Justice Publication, Performance Measures for the Criminal Justice System, states that the mission of a prison is to keep prisoners--to keep them in, keep them safe, keep them in line, keep them healthy, and keep them busy--and to do it with fairness, without undue suffering, and as efficiently as possible. A review of the daily routine in a Minnesota prison will mirror this list of basic activities. Focusing upon recidivism as a key measure is critical for the entire criminal justice system inclusive of the prison system.

Only a small percentage of offenders committing crimes end up in prison. For example of the total 503,786 offenses reported in Minnesota in 1994, 4,294 resulted in commitment to adult state prisons which is less than one percent of the offenses reported. (See "Flow of Offenders 1994" diagram.) The department has no control over these commitments to state prisons.

CLASSIFICATION SYSTEM:

The department uses an objective system to assign appropriate custody levels to inmates under its jurisdiction and includes maximum, close, medium and minimum. The system is currently under modification to include six levels. Level 1 will comprise unfenced minimum security units at Stillwater, Lino Lakes and Red Wing. Level 2 will be a minimum fenced unit at Brainerd. Level 3 will be at Lino Lakes, Faribault and Moose Lake. Level 4 will include the close custody double-bunked facility at Rush City. Stillwater and St. Cloud will be the Level 5 facilities and Oak Park Heights will be Level 6.

ADULT CORRECTIONAL FACILITIES:

The Oak Park Heights facility is the department's maximum security facility. This institution houses high-risk, dangerous and disruptive offenders. This facility has two Special Handling Units (SHU's) for inmates who do not work, a segregation unit, service unit, education unit and an industry unit. Oak Park Heights features a high level of perimeter security.

MCF-Stillwater houses male felons over the age of 25. The majority of inmates are employed in MINNCOR industry jobs, education and state support jobs. Stillwater has four cell halls that are four tiers high and one that is five tiers high. Its perimeter is a high concrete wall. Other inmates are programmed in chemical dependency and sex offender programs.

MCF-St. Cloud is a high security prison which is characterized by the world's longest granite wall around a correctional facility. It houses male offenders under the age of 25 who participate in academic and vocational, chemical and sex offender programs and state support jobs.

MCF-Lino Lakes is a medium security facility which is evolving into the department's center of chemical and sex offender programming with a capacity of 466 program beds. Its double fence, razor ribboned perimeter is still considered high security. Inmates in 50% of the rooms are double-bunked in living units in which they share shower and toilet facilities. In the future the department anticipates that Lino Lakes will evolve into the department's release facility for sex offenders to coordinate community notification, release level screening and pursuit of psychopathic commitments.

MCF-Faribault houses medium custody inmates most of whom are employed in prison industry and education. The perimeter is a high security. Fifty percent of the inmates are double-bunked.

CORRECTIONS DEPT**1996 Agency Performance Report**

The medium security prison at Moose Lake features a sex offender program and MINNCOR industry. This facility is currently remodeling old Regional Treatment Center buildings with additional beds scheduled to come on-line in February, 1997. Fifty percent of the inmates are double-bunked behind a secure double fenced perimeter.

MCF-Moose Lake also administers the Challenge Incarceration Program at Willow River Camp. Seventy-two inmates participate in Phase I of the Challenge Incarceration program under intensive discipline circumstances.

The department also operates minimum security units at Stillwater and Lino Lakes. These facilities are not fenced and house inmates in their last months of incarceration.

MINNCOR correctional industries consists of work programs in seven correctional facilities and a central business office. Approximately 1,000 inmates work in a wide variety of manufacturing and service operations. MINNCOR Central provides overall management, marketing and sales, financial management, and production scheduling. The primary mission is to reduce inmate idleness and to provide employment skills that are provided primarily to government agencies with business operations designed toward the goals of a financially self-sufficient organization.

SUPPORT SERVICES:

This umbrella activity provides a range of critical services that support and enhance the operations of the correctional facilities. Within the Corrections Institutions Division at central office are the Transportation Unit, the coordinating of construction/renovation, education coordination and the coordination of inmate health care.

BACKGROUND INFORMATION :

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
GENERAL ACTIVITY:				
W	FY	Inmate population	4,644	4,927
UC	FY	Average male per diem	\$80.37	\$82.54
UC	FY	Average female per diem	\$120.89	\$123.67
OD	FY	Return rate (24 Months)	35.9%	37.0%
W	FY	Number of releases	2,622	2,906
W	FY	Number of admissions	2,923	3,203
ADULT INMATE PROFILE: (top 6 offenses)				
OD	FY	Sex offense	21.8%	22.3%
OD	FY	Homicide	16.8%	17.2%
OD	FY	Assault	13.3%	14.2%
OD	FY	Burglary	11.3%	11.1%

CORRECTIONS DEPT**1996 Agency Performance Report**

OD	FY	Drugs	11.1%	10.8%
OD	FY	Robbery	10.1%	9.1%
TYPE OF OFFENSES:				
OD	FY	Person	63.6%	64.4%
OD	FY	Property	21.6%	20.6%
OD	FY	Drug	11.1%	10.8%
OD	FY	Other/not reported	3.7%	4.2%
RACE:				
OD	FY	White	51.3%	51.2%
OD	FY	Black	34.6%	34.8%
OD	FY	Indian	6.8%	6.7%
OD	FY	Hispanic	5.4%	5.6%
OD	FY	Other	1.9%	1.7%
OTHER:				
OD	FY	Average age	32.3	32.6
OD	FY	Average sentence length (excludes lifers)	46.7	45.4
W	FY	Number of lifers	215	227

PROGRAM DRIVERS :

Prison Bed Space. Bed expansion is occurring at MCF-Lino Lakes and at the Moose Lake campus of MCF-Willow River/Moose Lake. A new 952 bed close security facility is in planning with a projected opening date in the year 2000. Currently, the department contracts for additional beds in county jails and with the Prairie Correctional Facility in Appleton to meet population needs.

Adult Inmate Populations. Current population projections indicate an adult male population that exceeds prison bed capacity and a need to continue contracting for beds at local jails or private prisons. These inmate population projections are based on projections prepared in December, 1995, by the Minnesota Sentencing Guidelines Commission and the Department of Corrections. New inmate population projections will be developed by both agencies in December, 1996. Reasons for the increasing inmate population include increases in the volume of offenders committed to the commissioner of corrections from the courts and increases in sentence lengths since 1989.

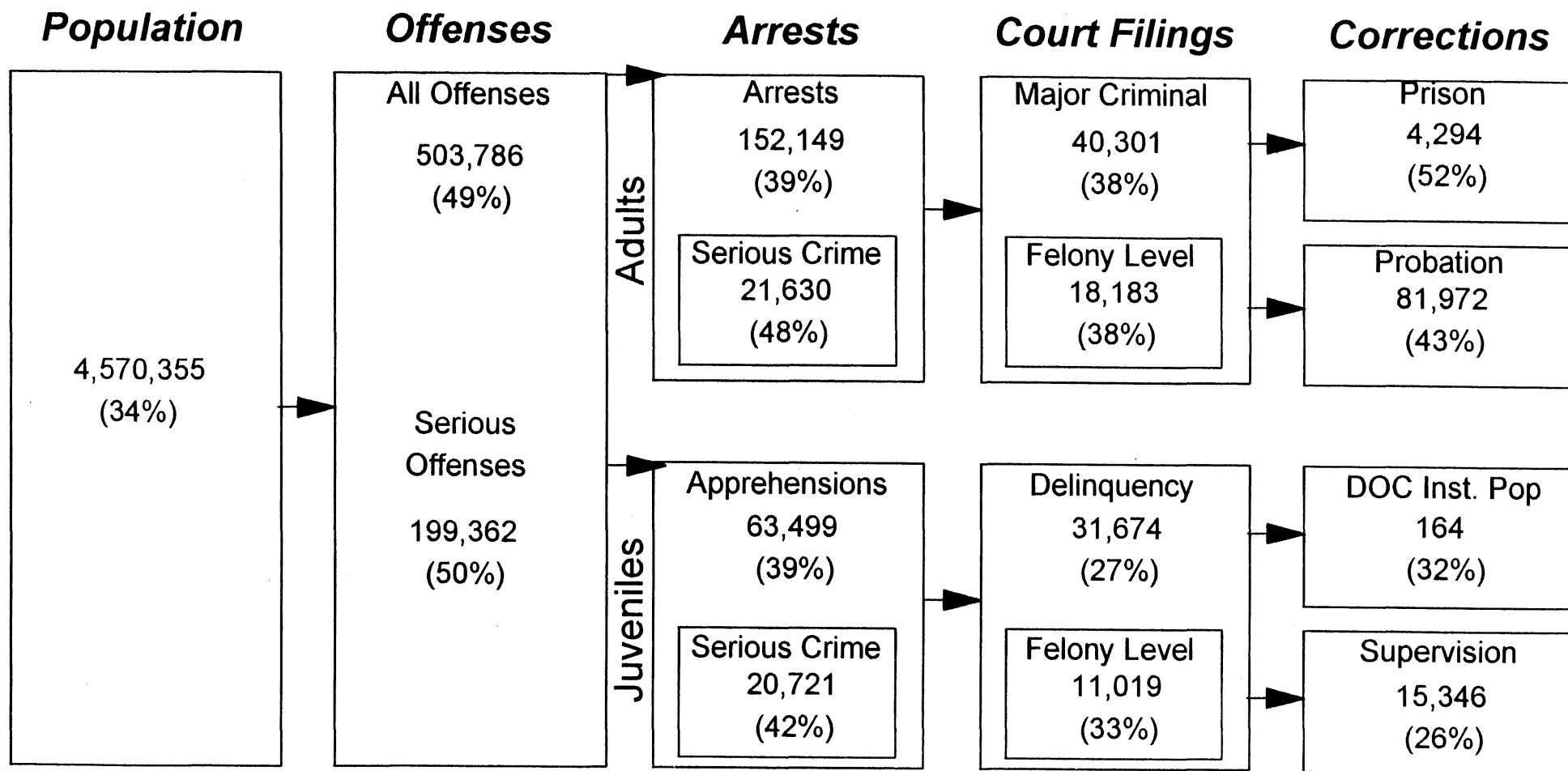
Inmate Programming. Programs within prisons serve two purposes: to keep the inmates busy and to create opportunities to change for offenders who are willing to make productive use of them. They include work, education, vocational training, sex offender and chemical dependency programs. Mandated sex offender programming has increased substantially in recent years. In F.Y. 1996, offenders committed for sex offenses account for over 22% of total commitments. Work and educational programs comprise the major programs for inmates while incarcerated.

Efficient Operation of Correctional Facilities. The planned change in the inmate classification system will allow the department to use its space more efficiently by increasing the double-bunking of inmates in some facilities. A statutory language change is necessary to provide for this increased double-bunking.

In addition, the department has changed its method of determining bed capacity at the adult correctional facilities. This change has resulted in adding approximately 100 beds to its current bed capacity.

Minnesota Criminal Justice System

Flow of Offenders 1994

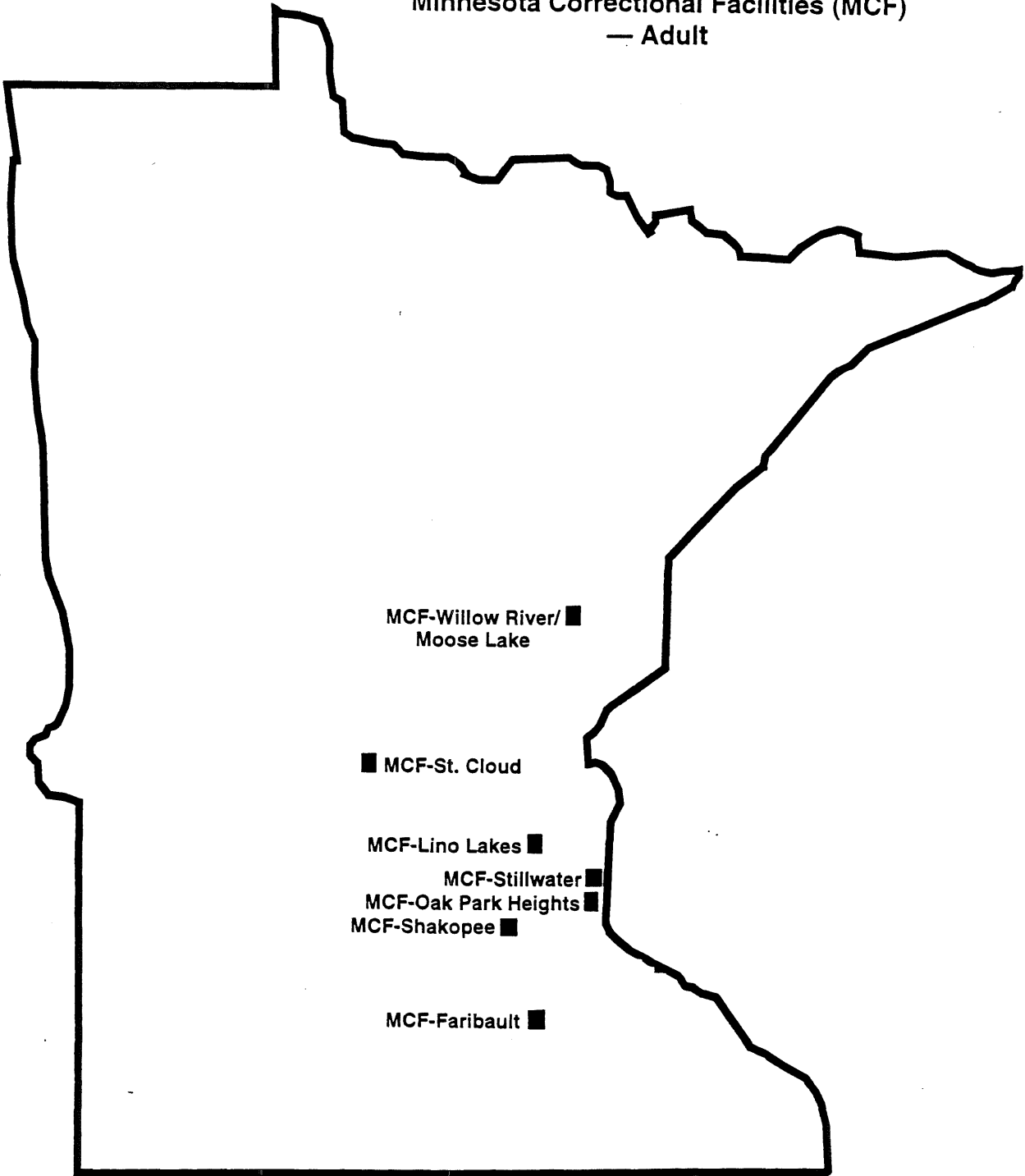


Note: The percent of Hennepin and Ramsey county cases are listed below the numbers.

Prepared by: Minnesota Department of Corrections 11/12/96

Data sources: State Demographer, Bureau of Criminal Apprehension, Minnesota Supreme Court and Department of Corrections

**Minnesota Department of Corrections
Minnesota Correctional Facilities (MCF)**
— Adult



Goal 1 : To provide a safe, secure, humane environment for incarcerated offenders.

Objective 1 : To reduce the risk of escapes from correctional facilities.

Measure 1 : Number of escapes.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Escapes (maximum, medium, close)						
Actual	0	0	0			
Target	0	0	0	0	0	0
Escapes (minimum/walkways)						
Actual	19	19	8			
Target	0	0	0	0	0	0
Escapes while being transported						
Actual	0	0	0			
Target	0	0	0	0	0	0

DEFINITION :

A secure facility is one that is impervious in either direction, outward or inward. Escapes are an obvious indicator of a breach of security. There have been no escapes from the maximum, close, and medium correctional facilities. There have been walkaways from minimum security which are not fenced and house nonviolent inmates in their last months of incarceration. The number of inmates transported each year exceeds 1,000 with no escapes.

RATIONALE :

The primary mission of the correctional facilities is to protect the public by incarcerating convicted felons. Preventing escape is the primary means of protecting the public from the offenders during the term of their incarceration. A high level of security and safety must be maintained when transporting offenders to prevent escapes.

DATA SOURCE :

Population and escape data is both projected and collected by Information Technology regarding prison inmates. Other escape data is maintained by the Transportation Unit.

DISCUSSION OF PAST PERFORMANCE :

There have been no escapes from behind the secure perimeters of department facilities for many years. Walkaways from unfenced minimum security units decreased in fiscal year 1996.

PLAN TO ACHIEVE TARGETS :

The department will continue its present successful efforts to keep inmates incarcerated until lawful release dates.

OTHER FACTORS AFFECTING PERFORMANCE :

Well trained and vigilant staff have intervened in possible escape scenarios and have taken measures to interdict escape plans. Increase of sentence lengths could affect the desire of inmates to assume the risks associated with escapes.

Goal 1 : To provide a safe, secure, humane environment for incarcerated offenders.

Objective 2 : To reduce the number of assaults on staff and inmates.

Measure 1 : Number of assaults in correctional facilities.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of assaults (staff)						
Actual	53	75	78			
Target	0	0	0	0	0	0
Number of assaults (inmates)						
Actual	201	195	135			
Target	0	0	0	0	0	0
Number of assaults resulting in death						
Actual	0	0	0			
Target	0	0	0	0	0	0

DEFINITION :

Inmates shall not assault another person. For purposes of this rule, any act, attempted act or threat of an act which, if carried out, would cause pain, injury or bodily harm is an assault. This measure includes assaults on staff or on other inmates and is a direct indicator of the safety and security of correctional facilities.

RATIONALE :

While zero is not a realistic target given that 66% of the offenders incarcerated have committed offenses against persons and have shown an historic propensity for solving problems with violence, it is unacceptable to set a target that allows for staff or inmates to be assaulted. As more violent offenders are sent to prison, it is likely that assaults will continue. Nonetheless, the department continues to proactively restrict inmates' access to potential weapons and to intervene in inmate incompatibilities to minimize the possibility of assault.

DATA SOURCE :

Institution discipline unit maintains records on inmate offenses.

DISCUSSION OF PAST PERFORMANCE :

The number of assaults has stabilized during the past two fiscal years despite an increase in population. Use of metal detectors at St. Cloud, Stillwater and Oak Park Heights has minimized weapon accessibility. Strict new visiting rules in all facilities has interdicted drug smuggling which had been one motive for past assaults.

PLAN TO ACHIEVE TARGETS :

Present efforts to restrict access to weapons, interdict drugs and intervene in inmate incompatibilities will continue and expand to additional facilities.

OTHER FACTORS AFFECTING PERFORMANCE :

Increasingly violent offenders and idleness within facilities could contribute to the number of assaults.

Goal 1 : To provide a safe, secure, humane environment for incarcerated offenders.
Objective 3 : To provide inmates with clear rules and fair sanctions for institution rule violations for internal management use.

Measure 1 : Number of rule violations and sanctions.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of violations						
Actual	8,104	9,489	10,727			
Target	N/A	N/A	N/A	10,727	10,727	10,727
Penalties not resulting in segregation or loss of good time						
Actual	2,372	3,141	2,882			
Target	N/A	N/A	N/A	2,882	2,882	2,882
Penalties resulting in loss of good time or segregation						
Actual	2,112	2,398	3,688			
Target	N/A	N/A	N/A	3,688	3,688	3,688

DEFINITION :

The department has rules which define acceptable behavior for inmates. Rule violations result in a hearing before an impartial hearing board. Conviction may result in segregation and loss of good time.

RATIONALE :

Facility rules must be clear and sanctions for their violations must be specified in advance and applied consistently. Enforcement and adjudication must provide due process and there must be provisions for independent review of decisions. In dispensing discipline for rule violations inmates must feel that they are being treated fairly and staff are consistent in handing out penalties. This system provides an essential tool for orderly management of a correctional facility.

DATA SOURCE :

Institution discipline unit records.

DISCUSSION OF PAST PERFORMANCE :

Between fiscal years 1994 and 1996, the number of violent offenders in the department has increased. Segregation units have opened at Lino Lakes, Faribault and Moose Lake. The segregation unit at Oak Park Heights is always full and additional segregation inmates are housed in the Special Handling Units at Oak Park Heights. The department's Special Investigation Unit has been vigilant in pursuing rule violations.

PLAN TO ACHIEVE TARGETS :

The department will continue to proactively interdict drug use and smuggling, weapons acquisition and to intervene in inmate incompatibility. Programming to reduce idleness will continue or be added subject to staff availability and funding.

OTHER FACTORS AFFECTING PERFORMANCE :

Increasingly violent offenders and idleness within facilities could result in additional discipline violations.

Goal 2 : To restore the victim, community and offender.

Objective 1 : To create an environment conducive to change for those offenders inclined to make change in their lives.

Measure 1 : Conditions of confinement.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of inmates						
Actual	4,393	4,644	4,927			
Number of inmates having at least one visit/year						
Actual	2,099	2,182	2,225			
Target	N/A	N/A	N/A	2,225	2,225	2,225
Percent of minorities in civilian population (census data)						
Actual	N/A	8.42%	N/A			
Percent of minority staff in correctional institutions						
Actual	7.83%	7.10%	7.87%			
Target	N/A	N/A	N/A	8.87%	9.41%	9.70%
Total number of staff in correctional institutions						
Actual	2,236	2,621	2,682			

DEFINITION :

The "condition of confinement" is a broad term which includes such areas as population density and diversity, food, clothing, visitation, diversity of staffing to inmate populations and other dimensions of care and living conditions. Humane conditions of confinement mitigate problems in correctional facilities which can result in costly damage to state property and injury to staff and inmates.

RATIONALE :

One of the the department's major goals is "restore the victim, community and offender". The objective for accomplishing this goal for correctional facilities is to create an environment conducive to change for those offenders inclined to make changes in their lives.

DATA SOURCE :

Department of Corrections' Information Technology Unit and Minnesota Planning estimates. Each correctional facility maintains records on inmate and staff diversity. Minnesota Department of Economic Security, Research and Statistics Office, and Minnesota Planning.

DISCUSSION OF PAST PERFORMANCE :

The department maintains and operates its facilities under humane living conditions. In a healthy facility inmates also maintain relations with people on the streets. The percentage of minority staff employed in the facilities approaches the percentage of minorities in the free world. The department continues to recruit and attempt to retain minority staff. There are adequate staff to maintain order and supervise inmates.

PLAN TO ACHIEVE TARGETS :

The department will continue its efforts toward recruitment and retention of a diverse workforce.

OTHER FACTORS AFFECTING PERFORMANCE :

Increasingly violent offenders and population increases which will necessitate increased double-bunking may increase tensions among inmate populations.

Goal 2 : To restore the victim, community and offender.

Objective 2 : To keep inmates healthy by providing basic health care services.

Measure 1 : Basic inmate health care components.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
% of inmate physical, dental, psychological screenings						
Actual	100%	100%	100%			
Target	100%	100%	100%	100%	100%	100%
Inmate visits to St. Paul Ramsey (in-patients)						
Actual	236	248	252			
Target	N/A	N/A	N/A	265	278	292
Inmate visits to St. Paul Ramsey (out-patients)						
Actual	3,326	3,873	3,861			
Target	N/A	N/A	N/A	3,870	3,870	3,870
Inmates receiving mental health counseling (with treatment)						
Actual	810	856	1,028			
Target	N/A	N/A	N/A	989	964	964
Inmates receiving mental hlth. counseling (without treatment)						
Actual	1,612	1,857	2,388			
Target	N/A	N/A	N/A	2,667	2,717	2,747
Number of suicides						
Actual	1	2	0			
Target	0	0	0	0	0	0

DEFINITION :

Inmates have a constitutional right to basic health care including medical, dental and mental health care. Physical, dental and psychological screenings are also required by ACA standards and a U.S. District Court consent decree. In-patient visits to Ramsey hospital are for surgeries and recuperation and for care for serious illness.

Ramsey Hospital out-patient visits are for same-day procedures and appointment in speciality clinics. All inmates receive psychological screenings which may not result in treatment. Other develop therapeutic relationships which result in continued counseling.

RATIONALE :

Minnesota Statute 241.021, subd. 4, states that the commissioner of corrections shall provide professional health care to persons confined in institutions under the control of the commissioner of corrections. In addition, U.S. constitutional standards require that inmates be provided basic medical care.

DATA SOURCE :

The Department of Corrections' central office medical unit and each correctional facility maintains records on inmate health care activities.

DISCUSSION OF PAST PERFORMANCE :

The department has required screening on all new admissions. Inmates have needed access to Ramsey Hospital and clinics. Screenings and subsequent contacts with psychological services which indicate a need for follow-up result in psychological treatment.

PLAN TO ACHIEVE TARGETS :

The department will continue to provide needed treatment to offenders consistent with the constitution and consent decree. The department is also exploring ways to provide effective inmate health care and to contain health care costs.

OTHER FACTORS AFFECTING PERFORMANCE :

Medical costs are increasing dramatically. More inmates are coming to the department with HIV, diabetes and other chronic health problems. In the past, expensive procedures like a bone marrow transplant and kidney dialysis have depleted the department's scarce resources. Aging inmates with serious illnesses will further deplete these resources.

Goal 3 : To develop and support a range of correctional services and programs.
Objective 1 : To engage the maximum number of inmates in productive assignments.

Measure 1 : Average daily inmate assignments.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Percent of inmates in productive assignments						
Actual	61%	64%	66%			
Target	N/A	N/A	N/A	68%	70%	72%
Number in non-productive assignments						
Actual	909	716	986			
Target	N/A	N/A	N/A	963	940	917
Number in treatment programs						
Actual	450	548	640			
Target	N/A	N/A	N/A	640	640	640
Number in MINNCOR work programs						
Actual	762	872	926			
Target	N/A	N/A	N/A	926	926	926
Number in other work programs						
Actual	888	912	1,315			
Target	N/A	N/A	N/A	1,315	1,315	1,315
Number in private work programs						
Actual	102	97	60			
Target	N/A	N/A	N/A	60	60	60

DEFINITION :

Productive assignments include educational, recreation, therapy or vocational activities for inmates in correctional facilities. A productive assignment excludes inmates in segregation or idle status. This measure illustrates the amount of overall inmate activity within correctional facilities and as a result helps to create a positive influence on the prison environment.

RATIONALE :

Inmate idleness creates security and management problems within a correctional facility. Keeping inmates busy and occupied in productive assignments tends to create a safe environment for both staff and inmates.

Programming inmates into productive assignments provides a means to keep inmates in constructive activity thereby improving the ability to manage the facility.

DATA SOURCE :

Each correctional facility maintains records on inmate participation in its programs. The education coordinator tracks hours completed in each program.

DISCUSSION OF PAST PERFORMANCE :

An increasing percentage of inmates are productively programmed at a time when total populations are increasing.

PLAN TO ACHIEVE TARGETS :

Continue successful efforts to keep this level of assignment in the correctional facilities.

OTHER FACTORS AFFECTING PERFORMANCE :

Increasing populations in relation to same level budgets will make it difficult to maintain present levels of activity.

Goal 3 : To develop and support a range of correctional services and programs.
Objective 2 : To maximize the number of inmates involved in educational programs within existing resources.

Measure 1 : Inmate educational program accomplishments.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Percent of inmates in educational programs						
Actual	36%	36%	39%			
Target	N/A	N/A	N/A	39%	39%	39%
Inmates completing adult literacy						
Actual	384	296	329			
Target	N/A	N/A	N/A	329	329	329
Inmates completing GED/high school diploma						
Actual	348	381	425			
Target	N/A	N/A	N/A	425	425	425
Post secondary credits earned						
Actual	2,981	3,317	3,412			
Target	N/A	N/A	N/A	3,412	3,412	3,412
Vocational credits earned						
Actual	5,895	22,461	29,905			
Target	N/A	N/A	N/A	29,905	29,905	29,905

DEFINITION :

The educational and vocational programs offer basic skills for inmates. Inmates are required to participate in literacy programs until they read at an eighth grade. Other education programs include GED and vocational classes, critical thinking skills and lifestyle skills.

RATIONALE :

Education programming constructively occupies inmates. Increasing literacy levels make it more likely that inmates can obtain and keep jobs.

DATA SOURCE :

Correctional facilities maintain records on inmate activity within their programs.

DISCUSSION OF PAST PERFORMANCE :

These measures represent the number of inmates who enter and complete programming requirements. The number of inmates earning vocational certificates and GEDs has shown steady increases in recent years. Many inmates who enter these programs fall within a range of zero to nine years of schooling (15% in 1994) completed. Fifty-two percent of the inmates entering during the same time period had educational levels ranging from the tenth to the twelfth grade. A high success ratio has been experienced with those inmates entering and completing the programs.

PLAN TO ACHIEVE TARGETS :

Maintain and continue present efforts. Define education opportunities by custody levels to maximize use of scarce resources.

OTHER FACTORS AFFECTING PERFORMANCE :

Participation in education is voluntary. Increased requirements for special education will deplete present resources.

Goal 3 : To develop and support a range of correctional services and programs.

Objective 3 : To increase the number of inmates involved in chemical dependency/drug and sex offender programs.

Measure 1 : Number of inmates involved in chemical dependency(CD)/sex offender(SO) treatment programs.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of chemically dependent offenders						
Actual	3,295	3,483	3,695			
Number of sex offenders						
Actual	924	1,007	1,092			
Annual program (inmate participation est.) capacity CD						
Actual	300	320	500			
Target	300	320	500	910	910	910
Annual program (inmate participation est.) capacity SO						
Actual	201	285	285			
Target	201	285	285	285	285	285

DEFINITION :

The Minnesota Department of Health Alcohol Use in Minnesota report and other studies reveal that most drug and non-drug crimes are committed by persons who are under the influence of alcohol and illicit drugs. Drug abusing and addicted offenders thus account for a significant percentage of crimes committed in the state. The Minnesota prison populations have a high percentage of inmates in need of some form of chemical dependency treatment as evidenced by the waiting list at existing treatment programs.

RATIONALE :

Substance abuse and addiction are related to crime rates in a number of ways. Many property offenses, for example, are committed by persons who need to raise money to support their drug habit. Substance abuse also can induce or accelerate criminal behavior. Persons who crave or are under the influence of a mind altering drug, for example, may be unable to empathize with a potential victim, and certain drugs reduce an offender's inhibitions and actually stimulate violence.

Moreover, a person under the influence of an intoxicating substance is typically much less able or willing to anticipate future consequences. This, in turn, undermines the concept of general deterrence--the notion that criminal behavior can be discouraged by threatening the swift, certain form of punishment.

A comprehensive, system-wide effort to identify and treat alcohol and other drug abuse and addiction can reduce both violent and property related crimes. Recent empirical studies confirm that drug treatment works for offenders who are compelled to engage in the treatment process as a condition of their sentence. Enhancing the ability of the criminal justice system to provide meaningful treatment opportunities is an effective crime prevention strategy.

DATA SOURCE :

The department conducts a chemical dependency assessment on all inmates entering adult correctional facilities. All sex offenders receive an assessment by a licensed psychologist upon entry into prison. Additional data on chemically dependent inmates and sex offenders are collected by the Sex Offender/Chemical Dependency Services Unit and Information Technology Unit.

DISCUSSION OF PAST PERFORMANCE :

Many inmates entering the system have had little or no record of chemical dependency programming. Those who have participated in programs have experienced varied results. Department studies have clearly indicated two trends, based upon a five year follow-up of all sex offenders released in 1988 and subsequent follow-up of sex offenders released in 1992: 1) Offenders who enter programs have significantly more severe offense histories than do offenders who avoid programs. 2) Offenders who successfully complete programs are less likely to reoffend than offenders who fail such programs.

PLAN TO ACHIEVE TARGETS :

Chemical Dependency. The number of inmates in need of chemical dependency programs has risen dramatically. On September 16, 1996 the department opened a 232 bed chemical dependency program (TRIAD) at MCF-Lino Lakes. This program, along with the assessment program will allow the department to treat more inmates with identified chemical/drug problems. Implement program evaluations, work collaboratively with the Department of Human Services to do follow-up on offenders after release from prison, license all department chemical dependency programs under Rule 43.

Sex Offender: 1) Maintain existing number of beds, study current program configuration to provide some programming for those offenders who avoid participation (i.e., those who refuse programming or deny their offense). 2) Increase use of innovative assessment techniques (i.e., plethysmography, computerized assessments). 3) Implement risk assessment process for community notification (i.e., complete final validity study of Sex Offender Screening Tool, set up End of Confinement Review committees).

OTHER FACTORS AFFECTING PERFORMANCE :

Since 1989, the legislature has instituted dramatic changes which have affected the sentencing, programming and supervision of sex offenders. Between January 1, 1990 and January 1, 1996 the population of incarcerated sex offenders rose from 587 to 1,036, a 76% increase.

Goal 4 : To manage the organization effectively and efficiently.

Objective 1 : To operate correctional facilities effectively and efficiently in accordance with national professional standards.

Measure 1 : Operational cost, staff to inmate ratio, staff turnover rate, professional standards.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of inmates						
Actual	4,393	4,644	4,927			
Target	N/A	N/A	N/A	5,381	5,746	5,936
Daily per diem						
Actual	\$72.30	\$82.24	\$84.35			
Target	N/A	N/A	N/A	\$86.45	\$88.62	\$90.84
Staff to inmate ratio						
Actual	1.97	1.78	1.88			
Target	N/A	N/A	N/A	1.81	1.78	1.78
Staff turnover percent						
Actual	9.22%	9.20%	8.58%			
Target	N/A	N/A	N/A	8.58%	8.58%	8.58%
Number of correctional facilities accredited (ACA)						
Actual	5	5	5			
Target	7	7	7	7	7	7
Minnesota's national ranking (cost per citizen)						
Actual	48	48	48			
Target	48	48	48	48	48	48

DEFINITION :

Well run correctional facilities have low staff turnover and are accredited by the American Correctional Association. Staffing is adequate. Corrections administrators acknowledge the need to contain or reduce cost. Minnesota ranks 48th when compared with all 50 states for low operating cost for adult correctional facilities per state citizen.

RATIONALE :

Accreditation by the American Correctional Association rates Minnesota facilities against professional standards to ensure the safest possible environment for staff and inmates. The measures show that there is an adequate staff to inmate ratio. All but two facilities are accredited. The cost of the department per citizen is low, but the cost per inmate must be improved.

state. Primary program components at both facilities include individualized assessment, treatment and community re-entry planning, individual and group counseling, year-round educational programming and community service, religious and recreational activities. Specialized programs for serious chronic offenders, including programs for Extended Jurisdiction Juveniles, sex offenders, and special needs juvenile offenders are also provided at the juvenile facilities.

Thistledew Camp provides an educational and confidence-building outdoor survival program for males ages 13 to 18 who have experienced difficulties in their home communities. The camp is available for use by all juvenile county courts in Minnesota and provides county court and social services with an alternative residential program. Juveniles are placed at Thistledew Camp but are not committed to the commissioner of corrections. Programming is provided on a per diem basis through agreements with counties.

This division also includes the Office of Juvenile Release that is responsible for the establishment of severity risk levels, the approval of institution treatment and release plans, conducting revocation hearings, issuance of warrants and orders for discharge and conducting progress reviews for all juveniles committed to the commissioner.

Legislative Relations also are administered in this division.

BACKGROUND INFORMATION :

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
		RED WING/SAUK CENTRE JUVENILE PROFILE		
W	FY	Average daily juvenile population	210	216
UC	FY	Average per diem	\$130.96	\$132.00
W	FY	New commitments	346	300
W	FY	Total admissions	453	413
W	FY	Total releases	446	473
OD	FY	Average age in years	16.5	17.1
		TOP FIVE OFFENSES		
OD	FY	Auto theft	19.2%	20.2%
OD	FY	Burglary	16.6%	18.3%
OD	FY	Sex offense	15.5%	14.9%
OD	FY	Assault	10.9%	15.9%
OD	FY	Weapons	8.3%	7.2%
		RACE		
OD	FY	White	56.2%	59.9%
OD	FY	Black	21.2%	18.5%
OD	FY	Indian	13.4%	11.9%

CORRECTIONS DEPT**1996 Agency Performance Report**

OD	FY	Hispanic	5.5%	7.5%
OD	FY	Other	3.7%	2.2%
THISTLEDEW CAMP				
W	FY	Number entering program	190	190
O	FY	Number completing program	170	170
JUVENILE FACILITIES				
W	FY	Number of individual treatment plans approved	N/A	405
W	FY	Number of release plans approved	N/A	N/A
W	FY	Number of reviews held	N/A	2,025

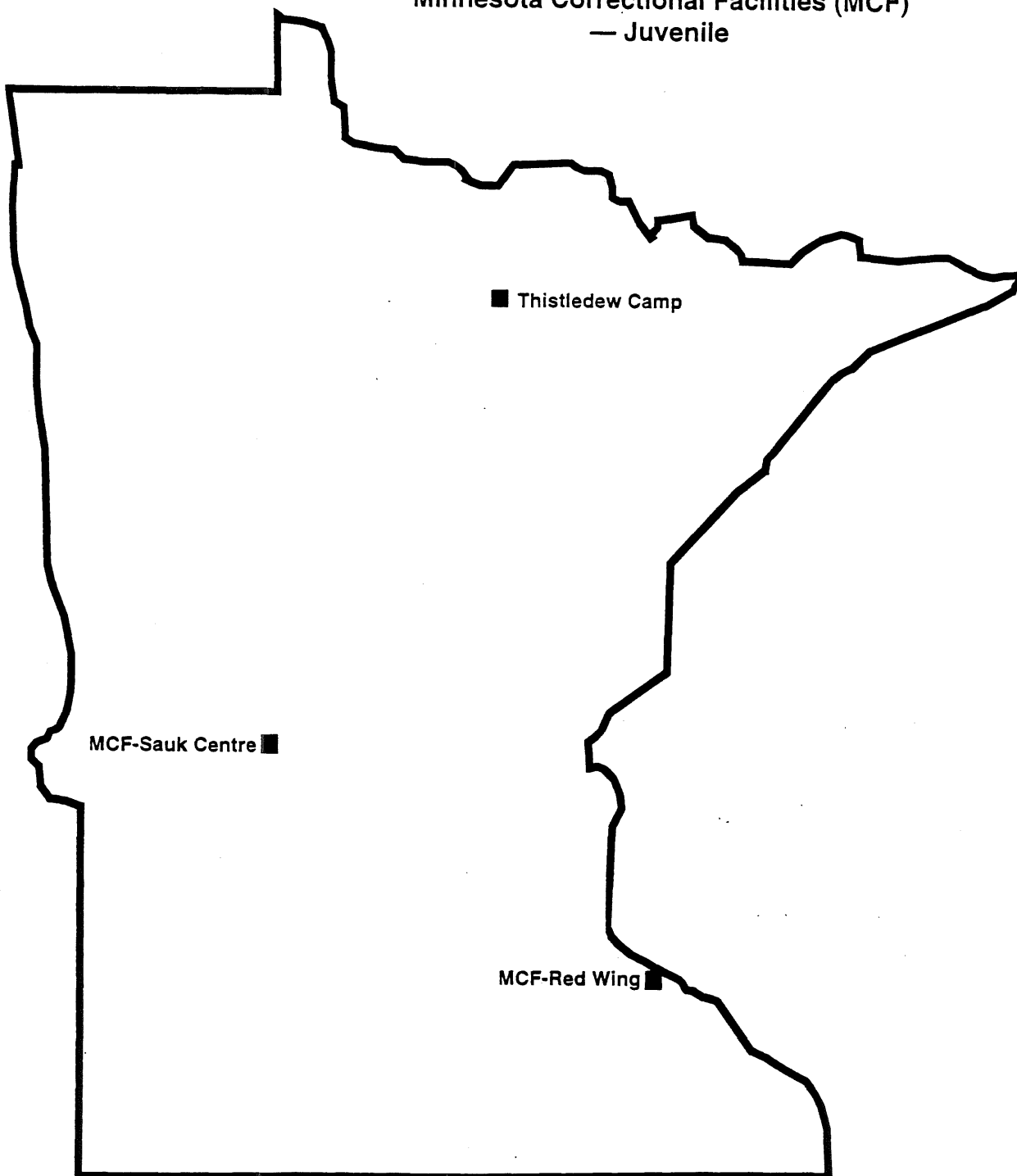
PROGRAM DRIVERS :

Juvenile Population: The juvenile population at MCF-Red Wing and MCF-Sauk Centre remained in the range of 160 to 170 for several years prior to fiscal year 1994. Beginning in February 1994, the juvenile population began to increase and averaged 216 for F.Y. 1996. Also, during this period, the juvenile female population has increased from fewer than five to 15. An increase in this population may be partially caused by an echo boom of the baby boom generation. This increase in population strains the resources for juveniles at both facilities.

Juvenile Offenses: Auto theft remains the number one offense. The top four offenses for the last four fiscal years are auto theft, burglary, sex offenses and assault and account for 62 to 69 percent of all offenses. This has an impact on programming. A 20-bed program for adolescent sex offenders was added at MCF-Sauk Centre in F.Y. 1993. This program is designed to serve offenders who are denied admission to other programs due to age, aggressive behavior, previous program failure and/or offense denial. A program designed specifically for females at Sauk Centre has been added and a chemical dependency program for male residents with serious and chronic behavior is being planned. In general, both juvenile facilities serve clientele who have failed in other programs. A new 30-bed secure living unit for high-risk juvenile offenders opened during F.Y. 1996 at MCF-Red Wing. The new unit also provides improved short-term secure juvenile detention services for courts in the surrounding area. The Red Wing facility is in the process of implementing a treatment model based on the principles of behavioral/cognitive intervention with an emphasis on cognitive restructuring, moral reasoning, anger management and social skills development.

Thistledew Camp: Over the last several years the average daily population has been about 48 and the annual number served has ranged between 230 and 240. During F.Y. 1996 a new school building was completed. The new school replaced an old building that was beyond repair.

**Minnesota Department of Corrections
Minnesota Correctional Facilities (MCF)
— Juvenile**



Goal 1 : To restore the victim, community and offender.

Objective 1 : To increase the number of residents who receive visits while they are at the facility from family members, significant adults and other interested parties including mentors and community-based service providers.

Measure 1 : The percentage of residents who have family, significant adults and/or mentors involved in their programming while at the facility. The percentage of residents who have families, significant adults and mentors regularly visit by the time of their release. The percentage of residents who have successful furloughs for those who qualify.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Residents having family/others involved in their programming						
Target				N/A	100%	100%
Residents having family/others visit regularly						
Target				N/A	100%	100%
Residents having successful furloughs						
Target				N/A	100%	100%

DEFINITION :

Visiting is defined by policy and procedure and includes both on-grounds and off-grounds visiting. Visiting policies and procedures are provided to parents/guardians at the time of the residents' admission. Furloughs are authorized leaves of absence for a specified period of time. The conditions of furloughs include specific tasks and goals that are to be accomplished during the furlough. These tasks and goals are usually related to school, work, housing and aftercare services. Residents on furlough status remain under institutional status and are subject to the facility's rules of conduct. Furlough activities are governed by M.S. 244.07.

RATIONALE :

The great majority of residents released from the facility return to their home community and family. Family visits and furloughs provide residents an opportunity to maintain, examine and re-evaluate their ties with the community and to develop community re-entry plans. It also provides an opportunity for community members and facility staff to evaluate the resident's ability to re-integrate back to community-living prior to release on parole.

DATA SOURCE :

Visiting Records
Furlough Records
Discipline Records - "Failure to Abide by Furlough Conditions"
Case Management Records

DISCUSSION OF PAST PERFORMANCE :

Visiting policies and procedures at each facility are designed to encourage visiting from families and other interested parties. Each facility has established partnerships with several community-based service providers who regularly visit the facility to provide transition services for residents while they are at the facility. The number of service providers has not been sufficient to meet the needs of the residents. For all the indicators, F.Y. 1997 is the base year.

PLAN TO ACHIEVE TARGETS :

Recruit and establish additional partnerships with community-based service providers particularly those who have program components that include mentoring, school transition and employment training and placement. Increase efforts to accommodate visiting by families during times that are most convenient for them. Increase efforts to involve families in programming activities at the facility and in transition plans and activities.

Establish transition positions to assist residents in planning and facilitating furlough and eventually release plan activities. Additional community-based placements and the assignment of staff to provide transition services will enhance the likelihood of residents successfully completing their furlough activities.

OTHER FACTORS AFFECTING PERFORMANCE :

Some residents have alienated their families and as a result do not receive visits. Other residents have families who reside in other states making visiting difficult, if not impossible. Some families have no interest in becoming involved in the program planning and transition activities. Some community-based services are not designed to meet the needs of the more serious and chronic offenders housed at the facility. Another problem is lack of transportation for the family or community-support people to the institution.

Goal 1 : To restore the victim, community and offender.

Objective 2 : To increase the amount of funds collected from residents for payment toward their court-ordered restitution while at juvenile correctional facilities.

Measure 1 : The percentage of residents with court-ordered restitution who make contributions toward their restitution while at the facility. Increased percentage of resident-owed restitution dollars received and distributed by the business office.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Residents contributing to court-ordered restitution						
Target				N/A	15%	20%
Increased percentage of restitution dollars received						
Target				N/A	10%	15%
Amount of restitution dollars collected						
Target				N/A	10%	15%

DEFINITION :

Restitution is the practice by which juvenile courts order delinquent offenders to pay money to the victim of their offenses.

RATIONALE :

M.S. 243.23, Subd. 3 and M.S. 241.26, Subd. 5 provide for the payment of restitution when ordered by the court in M.S. 611A.04. Restitution serves as a means of carrying out one of the principles of restorative justice.

DATA SOURCE :

Business Office Records
Case Management Records
Treatment Goals

DISCUSSION OF PAST PERFORMANCE :

Residents who earn wages while at the facility have been required to contribute a portion of those wages to their restitution account. Residents do receive a small amount of pay (\$3.00 - \$5.00 per week) for housekeeping and grounds maintenance work activities and are required to contribute a portion of this to their restitution account. Because of the limited number of work/study opportunities, the amount of earnings placed in restitution accounts is relatively small. Residents are obligated to continue restitution payments while on parole status. The practice is to have restitution judgement which can be collected over ten years made prior to discharge.

PLAN TO ACHIEVE TARGETS :

Increase the number of work/study opportunities available for residents at the facility. Explore the feasibility of a "school to work" program component that would increase the number of opportunities available for residents to earn money toward restitution. Approximately 20 percent of the resident population are to be assigned to work/study positions that will allow them to pay greater amounts toward restitution.

OTHER FACTORS AFFECTING PERFORMANCE :

Some residents have large amounts of court-ordered restitution making it unlikely they will be able to significantly reduce the amount while at the facility.

Goal 1 : To restore the victim, community and offender.

Objective 3 : To increase resident participation in community service activities. Residents will participate in at least one community service project while at the juvenile correctional facilities.

Measure 1 : Increased percentage of residents who participate in a minimum of three community service activities at MCF-Red Wing and MCF-Sauk Centre. Increase percentage of community service activities available to residents.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Increased % of residents participating in 3+ activities						
Target				N/A	15%	20%
Increased % of comm. svc. activities available to residents						
Target				N/A	15%	20%
Number of community service activities						
Target				N/A	N/A	N/A
Number of hours of participation						
Target				N/A	N/A	N/A
Monetary value						
Target				N/A	N/A	N/A

DEFINITION :

Community service activities are opportunities for residents to make contributions to the community and to develop interpersonal and social skills. These skills include work, education and giving to others or charitable activities. These activities also allow reintegration into society and the community. This definition does not include technical violators.

RATIONALE :

Community service activities provide residents with opportunities to interact with members of the community in a manner that reinforces the concept of being of service to others. It also allows residents to enhance their social skills and abilities.

DATA SOURCE :

Community Service Activity Schedules
Community Service Attendance Records
Institution Quarterly Report

DISCUSSION OF PAST PERFORMANCE :

MCF-Red Wing and MCF-Sauk Centre have increased the number of community-based activities over the last few years, but there is more to be done. Examples of community service activities include the cleaning of a public boat access and campgrounds, speaking engagements in the community, planting flowers in a community park and assisting at senior citizen centers.

PLAN TO ACHIEVE TARGETS :

Increase efforts to recruit community-based organizations and agencies willing to provide community service opportunities for residents. Increase the number of facility volunteers assigned to community service activities. Recruit student interns and AmeriCorp Youth Workers to assist in the planning, organization and supervision of community service activities.

OTHER FACTORS AFFECTING PERFORMANCE :

The task of recruiting volunteer, interns and AmeriCorp Youth Workers is difficult and time consuming. High turnover rates affect the consistency and quality of community service program activities.

Goal 2 : To provide a safe, secure, humane environment for incarcerated offenders.
Objective 1 : To provide juvenile residents with due process procedures for facility rule violations.

Measure 1 : The percentage of resident misconduct processes that comply with the established due process guidelines.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of misconduct processes that comply with guidelines						
Target				N/A	100%	100%
Annual review of number of misconducts per facility						
Target				N/A	N/A	N/A
Number of appeals per facility						
Target				N/A	N/A	N/A
Number of due process complaints to the Ombudsman's office						
Target				N/A	N/A	N/A

DEFINITION :

Due process rights are those afforded to residents who have allegedly violated institution rules. Typically, these rights included a right to notice, a right to a hearing, a right to present evidence, a right to request witnesses, and a right to appeal discipline decisions.

RATIONALE :

Imposing discipline consequences that limit the freedom and activity of residents requires a fair and impartial decision-making and dispositional process. Accreditation and licensing standards require the facilities to adhere to due process procedures.

DATA SOURCE :

Discipline Detention Appeals
 Resident Grievances
 Annual Ombudsman's Report

DISCUSSION OF PAST PERFORMANCE :

The facilities have had due process policies and procedures in compliance with accreditation and licensing standards for the past ten to fifteen years. Audits have found the facilities to be in compliance.

PLAN TO ACHIEVE TARGETS :

Continue to monitor due process procedures and respond to resident grievances and appeals. Assure that all residents know and understand policy and procedures for behavior while at the facility.

OTHER FACTORS AFFECTING PERFORMANCE :

Residents who represent an immediate risk to the safety of the staff and other residents may have due process rights temporarily suspended by administrative directive.

Goal 2 : To provide a safe, secure, humane environment for incarcerated offenders.

Objective 2 : Manage response to critical incidents to maintain safety of staff and residents.

Measure 1 : Percentage of critical incidents managed safely.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Percent of critical incidents managed safely						
Target				N/A	100%	100%
Quarterly drills						
Target				N/A	N/A	N/A
Number of actual IMS responses occurring						
Target				N/A	N/A	N/A
Number of incidents resulting in injury to residents						
Target				N/A	N/A	N/A
Number of incidents of hostage taking						
Target				N/A	N/A	N/A
Incidents of attempted suicide resulting in injury or death						
Target				N/A	N/A	N/A

DEFINITION :

Critical incidents are those incidents that represent the potential for serious injury or trauma for participating staff or residents.

RATIONALE :

The ability to manage critical incidents to an appropriate resolution is essential to operational stability. The safety of staff and residents is of the highest priority and can best be managed through proper training and sufficient staff complements.

DATA SOURCE :

Incident Reports
Special Incidence Reports
Staff Injury Reports
Resident Injury Reports

DISCUSSION OF PAST PERFORMANCE :

De-escalation skills and techniques have been the primary means of preventing critical incidents.

PLAN TO ACHIEVE TARGETS :

Continue staff training and assure that staff complements are appropriate to handle critical incidents.

OTHER FACTORS AFFECTING PERFORMANCE :

Insufficient complement of staff at times when there are critical incidents.

Goal 2 : To provide a safe, secure, humane environment for incarcerated offenders.

Objective 3 : To minimize escapes from juvenile correctional facilities.

Measure 1 : Number of escapes from each facility.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of escapes from each facility						
Actual	106	119	86			
Target	0	0	0	0	0	0

DEFINITION :

Escapes occur when residents leave the facility's perimeters, leave while under authorized supervision away from the facility, or fail to return from an authorized furlough.

RATIONALE :

Security is one of the functions and purposes of these facilities since their juveniles are sent there for programming and to be removed from their communities. Juveniles placed at MCF-Red Wing and MCF-Sauk Centre are placed there by the courts and committed to the commissioner of corrections. A measure of security at the facilities and of the surrounding communities would be the number of residents who abscond from the facility prior to completing the program and their release date. Although both campuses are open with the exception of a locked secure unit at each facility, residents are held accountable and expected to remain on campus during their stay. County courts send juveniles to Thistledeew Camp but retain jurisdiction. The measure is the same.

DATA SOURCE :

Institution Resident Records
Escape Records

DISCUSSION OF PAST PERFORMANCE :

While the objective is to minimize juveniles leaving juvenile correctional facilities of their own accord and without supervision, the open environment of campuses makes it difficult to eliminate all escapes. There have been few escapes in the past few years. However, the population of residents at MCF-Red Wing and MCF-Sauk Centre has become more serious and chronic and requires more supervision.

PLAN TO ACHIEVE TARGETS :

The new 30-bed security unit at MCF-Red Wing should help with the stability of that campus since residents are placed in the secure unit until they can function in an open environment campus. There is also security capacity at MCF-Sauk Centre.

OTHER FACTORS AFFECTING PERFORMANCE :

The juvenile population cannot be easily predicted. If the number of delinquents continues to increase crowded conditions can create security problems that could impact achieving this objective.

- Goal 2** : To provide a safe, secure, humane environment for incarcerated offenders.
- Objective 4** : To provide health appraisals for all juveniles not released quickly, as well as behavioral, mental health and substance abuse evaluations where indicated.

Measure 1 : Evaluation of resident populations for 100 percent health appraisals. Review of referrals for 100 percent follow-up by appropriate specialists.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Health appraisals provided to residents						
Target				N/A	100%	100%
Follow-up provided by appropriate specialists						
Target				N/A	100%	100%

DEFINITION :

Health appraisal should include:

Inquiry into:

- Current illness and health problems, including venereal diseases and other infectious diseases.
- Mental health problems.
- Use of alcohol and other drugs, which includes types of drugs used, mode of use, amounts used, frequency used, date or time of last use, and a history of problems that may have occurred after ceasing use (e.g. convulsions).
- Past and present treatment or hospitalization for mental disturbances or suicide.
- Other health problems designated by the responsible physician.

Observation of:

- Behavior, that included state consciousness, mental status, appearance, conduct, tremor, and sweating.
- Body deformities, ease of movement, and other visible conditions.
- Condition of skin, including trauma markings, bruises, lesions, jaundice, rashes and infestations and needle marks or other indications of drug abuse.

RATIONALE :

The condition of the health of residents held at facilities and any special needs should be appraised and evaluated early so that appropriate treatment needs may be met.

DATA SOURCE :

Medical Records
Case Management Reports

DISCUSSION OF PAST PERFORMANCE :

All residents are given health appraisals. Behavioral evaluations also are done on every resident. Mental health referrals are done whenever the need has been indicated. All residents have received a psychological screening.

PLAN TO ACHIEVE TARGETS :

The target should be met using existing policy, procedures and practices currently in place.

OTHER FACTORS AFFECTING PERFORMANCE :

A reduction in staff or the inability to receive or complete appropriate tests and screening would prevent meeting the target.

- Goal 2** : To provide a safe, secure, humane environment for incarcerated offenders.
- Objective 5** : To conduct routine diagnosis and treatment of confined youths' new health or mental health problems at time of admission and refer or provide for appropriate health or mental health referrals.

- Measure 1** : One hundred percent of new health or mental health problems evaluated for treatment. All complaints or referrals from any source, including resident self-reporting, evaluated by health service staff and routed for treatment as is appropriate.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
New health or mental health problems evaluated for treatment						
Target				N/A	100%	100%
Complaints/referrals evaluated and routed for treatment						
Target				N/A	100%	100%
Residents with health/mental health problems identified						
Target				N/A	100%	100%

DEFINITION :

The intake screening of residents upon intake is an interview and examination process first conducted by correctional officers and later by health services staff. Acute health problems should be detected early for protection of the resident and the staff.

RATIONALE :

Timely identification of these problems is key to early intervention and liability avoidance.

DATA SOURCE :

Case Management Reports
 Medical Reports
 Intake Screening Records
 Health Screening Records
 Psychologist Records
 Psychiatrist Records

DISCUSSION OF PAST PERFORMANCE :

The facilities have used these procedures in the past. There has been a low rate of sustained resident complaints or legal action. However, records of arriving residents are often sketchy, if they arrive at all. Thus mental health situations may be undetected except through subtle indicators present when the resident is interviewed. Residents may lie about their mental state to avoid what they consider to be negative consequences. Acute physical health problems may be undetected by lay interviewers, but will likely be detected by health care professionals. Later emergent mental health crisis situations may bear no relationship to mental state upon intake.

PLAN TO ACHIEVE TARGETS :

The monitoring of performance, complaints or referrals compared with screening and treatment can show the ratio of patient complaints to actual health problems.

Review the intake interview and examination process and format so that these processes get to the questions of physical and mental health necessary for early identification and intervention.

Train, and periodically retrain, corrections staff who do intakes to be sensitized to health problems including subtle mental illness/crisis clues.

Keep records comparing the number of intakes done where no health problems were identified with instances where, in a reasonable time frame, physical or mental crises emerged. Explore the question of whether the intake process is flawed or the conditions are masked.

Sensitize field services to the critical need for information about health crises or acute conditions when the resident arrives at the institution.

OTHER FACTORS AFFECTING PERFORMANCE :

Health or mental health complaints must be timely. There are limits on care demanded versus received in correctional facilities. Rising costs may limit spending when it can be defended that there is no risk to the life of the resident.

Not having complete information on a resident upon arrival at the facility would have an impact on the ability for early identification or intervention.

Goal 3 : To manage the organization effectively and efficiently.

Objective 1 : All staff will be oriented and appropriately pre-service trained, as well as having completed annual in-service training.

Measure 1 : The percentage of staff including independent contractors who will receive orientation within six months of employment, pre-service training, and the required hours of annual in-service and mandated training per year per facility.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Staff receiving orientation within six months of employment						
Target				N/A	100%	100%
Staff receiving pre-service training						
Target				N/A	100%	100%
Staff receiving required hours of annual in-service training						
Target				N/A	100%	100%
Staff receiving mandated training per year per facility						
Target				N/A	100%	100%

DEFINITION :

Staff training requirements are defined by department policy and procedures, facility policy and procedures, and by outside agencies, including the American Correctional Association (ACA) and the Occupational Safety and Health Administration (OSHA).

RATIONALE :

Correctional facilities operate as a community that is legally responsible for the health, safety and security of all its residents; for compliance with statutes, policies and procedures mandated by federal and state agencies; and for implementing a treatment model designed to change criminal behavior to law-abiding behavior among its residents. To achieve these responsibilities, facility staff must be highly trained not only to be in compliance but in the principles and practices that result in successful implementation. There must be training for new employees and continued throughout employment.

DATA SOURCE :

FOCUS Training Records

DISCUSSION OF PAST PERFORMANCE :

Facilities have never failed to achieve the training requirements of the Department of Corrections' annual training certification inspections nor have they been found in non-compliance by the American Correctional Association since ACA auditing began.

PLAN TO ACHIEVE TARGETS :

Under the direction of the training person, coordinate all facets of staff training. Develop a guide that specifically defines the kind and frequency of required training based on work assignment.

OTHER FACTORS AFFECTING PERFORMANCE :

Staff availability to conduct and to participate in training has limited the effectiveness of the facilities' training plan. Staff complement to cover resident supervision for trainees may prevent full participation.

Goal 3 : To manage the organization effectively and efficiently.
Objective 2 : The juvenile corrections facilities will remain accredited by the American Correctional Association (ACA) and licensed by the Department of Corrections.

Measure 1 : MCF-Sauk Centre and MCF-Red Wing will continue accreditation by ACA. MCF-Sauk Centre, MCF-Red Wing and Thistledeew Camp will remain licensed by the DOC (with or without variance). Thistledeew Camp will continue to be accredited by the Association for Experiential Education (AEE).

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
MCF-Sauk Centre and MCF-Red Wing accredited by ACA						
Target				N/A	2	2
MCF-Sauk Centre, MCF-Red Wing and Thistledeew licensed by DOC						
Target				N/A	3	3
Thistledeew Camp accredited by AEE						
Target				N/A	1	1

DEFINITION :

Meets acceptable standards, proper care, safety of residents. The various accrediting and licensing organizations have established a list of standards to be met. Accreditation defines the professional standards to be met by the facility. Thistledeew Camp is not accredited because it is not defined as a correctional facility; however it is licensed by the department.

RATIONALE :

In a situation where the legality of facility practices might be challenged, accreditation acts as a professional standard to be used to demonstrate to a court the appropriateness and accepted practice engaged in by the facility. In addition, the accreditation process acts as a professional framework upon which policy and procedures are based and regularly evaluated.

DATA SOURCE :

Audit Results

DISCUSSION OF PAST PERFORMANCE :

MCF-Red Wing, MCF-Sauk Centre and Thistledeew Camp have always been accredited or licensed.

PLAN TO ACHIEVE TARGETS :

Facilities will go through a periodic re-accrediting and re-licensing process. It is expected that they will receive accreditation and that their licenses will be renewed.

OTHER FACTORS AFFECTING PERFORMANCE :

None are apparent.

- Goal 4** : To develop and support a range of correctional services and programs.
- Objective 1** : To provide programming to reflect residents' personal needs, and their relationships with community, family and victims. One hundred percent of all incoming residents will have diagnostic evaluations by the five-week review. All residents will receive programming for their assessed needs described through the Individual Release Plan and will complete the goals of the plan. All residents will have an aftercare plan approved by the Office of Juvenile Release, or by the resident's courts services officer if at Thistledeew Camp, before they are released from a juvenile correctional facility. To increase family involvement in individual treatment and aftercare planning. By F.Y. 1999 at least 75 percent of juvenile offenders for whom there has been an assessment and for whom there is appropriate programming will not recidivate after two years after release.

Measure 1 : The percentage of evaluations completed for incoming residents. Percentage of residents who received programming based on their assessed needs through an Individual Release Plan and completing the plan goals. The percentage of residents released from correctional institutions with an aftercare plan approved by the Office of Juvenile Release and coordinated with community resources. Percentage of families who participate in initial assessment and planning meetings. Check juvenile and adult court records of all juvenile offenders released.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Evaluations completed for incoming residents						
Target				N/A	100%	100%
Residents receiving programming (Individual Release Plan)						
Target				N/A	100%	100%
Residents completing goals (Individual Release Plan)						
Target				N/A	100%	100%
Residents upon release have approved aftercare plan						
Target				N/A	100%	100%
Families participating in initial assessment and planning						
Target				N/A	100%	100%
Check adult & juv. court records of juv. offenders released						
Target				N/A	60%	75%

DEFINITION :

Success is measured by having no adjudications or convictions for gross misdemeanor or felony-type offenses in either the adult or the juvenile justice system within two years after release.

RATIONALE :

While recidivism is not the only factor by which the impact of correctional programming can be measured, it represents the measurement most commonly referred to in judging the program's effectiveness.

DATA SOURCE :

Juvenile and Adult Court Records
Institution Files

DISCUSSION OF PAST PERFORMANCE :

The state correctional facilities for juveniles provide services to the most chronic, serious offenders with special needs in the state. Many of them have exhausted community resources prior to their commitment to the commissioner of corrections. Recidivism rates for these offenders have been consistently high. Planning and implementing activities to meet the needs of these offenders is ongoing.

PLAN TO ACHIEVE TARGETS :

To develop new programs or modify current programs to meet the needs of this difficult population. To develop partnerships with community-based transition program service providers. For those who have been assessed and where there was appropriate programming, reoffense within two years will be reduced.

OTHER FACTORS AFFECTING PERFORMANCE :

There are limited transition program resources available to residents when they are released from the facility. Most of the residents return to the same environment and influence that contributed to their incarceration. Without additional transition program services, a significant decrease in recidivism rates is unlikely.

Goal 4 : To develop and support a range of correctional services and programs.
Objective 2 : Basic competencies in reading, writing, computation, problem solving, and speaking will increase during youth's stay at the juvenile correctional facilities.

Measure 1 : Intake performance levels versus exit performance levels in reading, computation and writing. Grade level gains will exceed traditional general population norms. Intake skills versus exit skills in problem solving and speaking. All residents will demonstrate improved interpersonal communication and problem-solving skills.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Reading						
Target				N/A	+8 months	+8 months
Computation						
Target				N/A	+8 months	+8 months
Writing						
Target				N/A	+8 months	+8 months
Problem solving and speaking skills						
Target				N/A	20%	20%

DEFINITION :

Traditional norms are one year gains per one year of enrollment.

RATIONALE :

A high percentage of juveniles entering MCF-Sauk Centre and MCF-Red Wing are below expected achievement levels in basic skills of reading, writing, math, problem solving and speaking. Education programs work toward an increase in all these skills to bring the students closer to expected skill levels for their age group and decreases their risk for further delinquency. Increased skill levels in these areas also contributes to their potential for either successful reintegration into school or successful integration into the work force.

DATA SOURCE :

Institutions Treatment/Progress Reports

Standardized Tests

Observed behavior in structured activities designed to target these specific skills (e.g. critical thinking classes).

DISCUSSION OF PAST PERFORMANCE :

The average length of stay for juveniles is approximately six months. Test results show students far exceed six months achievement gain in reading and math.

PLAN TO ACHIEVE TARGETS :

Individualized testing, curriculum and instruction will facilitate success.

OTHER FACTORS AFFECTING PERFORMANCE :

Low abilities of many residents tend to repress achievement levels.

- Goal 4** : To develop and support a range of correctional services and programs.
Objective 3 : Increase knowledge and skills related to securing employment and work ethics.

Measure 1 : Demonstrated skills in job search, application processes, interview techniques and job performance expectations. Minimum performance levels on all skills of 70 percent by all residents.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Successful completion of demonstrable skills						
Target				N/A	70%	80%

DEFINITION :

Job readiness includes the ability to select, seek, and hold a job - all of these are basic skills which apply to all vocations. The abilities include knowledge of basic expectations of employees, how to seek and apply for a job, and how to interview for a job.

RATIONALE :

Most releasees from juvenile facilities do not return to school or if they do, they do not remain in school until graduation. It therefore becomes necessary that students learn the process of getting and holding a job while incarcerated, to increase their chances of financial and personal independence and decrease their chances of return to incarceration.

DATA SOURCE :

Written Applications and Resumes
 Demonstrated Interview Skills
 Tests on Job Performance Expectations
 Skills Demonstrated on Work/Study Projects

DISCUSSION OF PAST PERFORMANCE :

Most residents are exposed to employment skills training.

PLAN TO ACHIEVE TARGETS :

All residents receiving training perform at or above minimum standards. Two teachers per residence cottage can include these skills in their curriculum, ensuring universal coverage.

OTHER FACTORS AFFECTING PERFORMANCE :

Past employment histories of residents are very limited and sometimes negative.

- Goal 4** : To develop and support a range of correctional services and programs.
- Objective 4** : For MCF-Red Wing and MCF-Sauk Centre to assess residents to determine their special programming needs and make referrals to program service providers within 5-7 weeks of their arrival. (NOTE: Thistledeew Camp has a specific program. Juveniles are sent there to participate in this program.)

Measure 1 : Percentage of youth receiving or who have had specialized services determined in their treatment plans as determined by assessments within 45 days of their arrival.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Sex offenders						
Target				N/A	100%	100%
Chemically dependent						
Target				N/A	100%	100%
Mentally ill						
Target				N/A	100%	100%
Female offender						
Target				N/A	100%	100%
Number of specialized programs						
Target				N/A	N/A	N/A

DEFINITION :

Specialized programs are designed to include components to address the individual needs of the participants. Examples include programming for the chronic and serious offender, or more specifically the Extended Jurisdiction Juvenile, offenders with chemical dependency problems, sex offenders and offenders with mental health issues. Issues related to gender and culture are incorporated in special needs programs. All programs are expected to be culturally relevant. They will be sensitive to the culture and ethnic values of each of the residents.

RATIONALE :

Program activities should be driven by the assessed needs of participating residents. M.S. 242.18 authorizes the commissioner of corrections to order treatment determined to be most conducive to rehabilitation.

DATA SOURCE :

Case Management Records
 Special Needs Program Descriptions
 Special Needs Consultant Contracts

DISCUSSION OF PAST PERFORMANCE :

Juvenile offenders committed to the commissioner of corrections have increasingly been identified in need of specialized programming. Many of them have multiple problems associated with their delinquency. As a last resort placement, state facilities are required to address the needs of the most chronic and serious offenders. Programs and program components have been and continue to be developed and implemented to meet the increased needs of these offenders. The staff in MCF-Sauk Centre have developed programs for the female offender and for the sex offender. They are designing an education-based counseling model and a program for the serious or chronic offender who is chemically dependent. The staff at MCF-Red Wing are designing a behavioral/cognitive intervention program to better address the need of the chronic and serious offenders and the Extended Jurisdiction Juveniles. These specialized programs supplement the facilities' regular activities. Both facilities have increased their efforts to provide transition services for residents.

PLAN TO ACHIEVE TARGETS :

The department has established a committee to survey the availability of diagnostic services in various regions of the state.

OTHER FACTORS AFFECTING PERFORMANCE :

Providing services to juvenile offenders with multiple problems requires a broad range of programs and program services. Given the increased number of residents requiring special needs programs, it is difficult to meet the special needs of all residents with limited resources. Providing meaningful services to residents in need of acute mental health care is particularly difficult given the lack of adequate resources. The department's inability to control admission adversely affects its ability to provide long-term programming for special-need offenders.

- Goal 5** : To educate and work cooperatively with other public and private organizations on common issues.
- Objective 1** : To increase the awareness and support of the communities in which the facilities are located and to increase the support of the communities to which residents will return.
- Measure 1** : The number of activities developed with the community advisory committee. The number of community advisory committees formed by each juvenile correctional facility. The ratio of mentors who are actively engaged with a resident prior to and after the residents' return to the community. The number of community advisory committees at each facility that meet at least quarterly.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Ratio of mentors actively engaged with a resident:						
Red Wing						
Target				N/A	1:1	1:1
Sauk Centre						
Target				N/A	1:1	1:1
Thistledeew Camp						
Target				N/A	1:1	1:1
Number of community advisory committees						
Target				N/A	3	3

DEFINITION :

Communities are both where the resident lives now and where the resident will return after a correctional stay.

RATIONALE :

The inclusion and the acceptance of juvenile offenders back into their community is the basis for restorative justice and a key factor in the success of the juvenile after a return to the community.

DATA SOURCE :

Cottage Files
Institution Treatment Goals
Institution Quarterly Reports

DISCUSSION OF PAST PERFORMANCE :

The facilities have had relationships with community groups from the towns in which they reside. They have been used for advice on new programming to better community relations.

PLAN TO ACHIEVE TARGETS :

There will be an increased effort to inform and involve the residents' communities in the transition planning. There also will be increased effort to include more community people in special projects that will improve the facility's operation.

OTHER FACTORS AFFECTING PERFORMANCE :

The task of recruiting volunteers, interns and youth workers is difficult and time consuming. High turnover rates affect the consistency and quality of community service programs.

Agency : CORRECTIONS DEPT

Program : COMMUNITY SERVICES

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$65,322	22.31%
From Federal Funds	\$11	
From Special Revenue Funds	\$1,054	
From Agency Funds	\$293	
General	\$63,964	
Number of FTE Staff:	276	8.17%

GOALS :

DESCRIPTION OF SERVICES :

The Community Services Division provides a broad range of direct correctional services to adults and juveniles in the community. This division also provides advice, guidance, grants and subsidy monitoring to local units of government. This division has not changed under the new program structure of the department.

The Probation and Supervised Release Unit provides community supervision in 56 counties that are not organized under M.S. 401, the Community Corrections Act. The unit provides adult felon services in all 56 counties, and in 24 of these counties, the unit also provides adult misdemeanor and juvenile services. In these 56 counties, corrections agents supervise monthly caseloads of approximately 11,883 adult and juvenile offenders as of July 1, 1996. Over 90% of these offenders are on court ordered probation, with the remainder on parole or supervised release.

The Sentencing to Service program provides a very specific sentencing option to the court for non-dangerous offenders to be used in lieu of, or in conjunction with jail, as an alternative to paying a fine, or as a condition of probation. It provides supervised work crew activities as the sanction or part of the sanction, which are productive in nature and beneficial to the citizens of the state through the development and management of natural resources.

The Facilities Planning and Inspection activities are designed to ensure that conditions of confinement and security of persons detained or incarcerated in local facilities meet basic safety, health and constitutional standards. Additionally, it ensures that the Juvenile Detention Subsidy Services Program jointly funded through state and federal appropriations is carried out in a manner consistent with Minnesota statute and federal

The Community Correctional Alternatives activity funds services which help to control the criminal behaviors of offenders in the community and to foster the development of skills needed to live a law abiding life. The Alternative Program Unit contracts for residential and nonresidential services throughout the state. Residential services provide housing, referrals to appropriate social service agencies, monitors employment/treatment progress and encourages and counsels offenders. Nonresidential programs provide job seeking skills, assistance in job placement, housing assistance, parenting classes, lifetime skill classes, cognitive skills classes, testing for alcohol and drug use, employment and treatment monitoring, monitoring the offender through phone contracts and electronic monitoring equipment. The Work Release portion of this unit provides by contract, services for offenders released from state correctional facilities. These services include intensive supervision, structured living, the reintegration of offenders entering community life by providing them with practical work experience, vocational assistance and chemical dependency/alcohol treatment.

The Community Services Support Unit is responsible for the administration of the grant subsidies to counties under the Community Corrections Act (CCA) (M.S. 401), so that they may provide community corrections programs. Each CCA jurisdiction is required to submit an annual comprehensive plan outlining their goals and objectives for the coming year. This plan is reviewed and approved by the assistant commissioner to assure compliance with M.S. 401 and Minnesota Rules Chapter 2905. The comprehensive plan also includes an annual budget that is reviewed quarterly. This unit is responsible for the administration of the County Probation Officer Reimbursement Funds (M.S. 260.311). The 56 counties in the state that are not a part of the community corrections act are eligible for reimbursement of up to 50% of the costs of county probation officers' salaries. This unit is responsible for interstate compacts which are reciprocal agreements between all states for the supervision of interstate probationers and parolees as well as the administration of detainers and runaway youth. This unit administers the funds used to reimburse local corrections departments for the completion of bail evaluations on certain crimes to be used by judges in determining the amount of bail to be set. This unit administers the funding provided to court services' staff statewide to enable them to hire more probation professionals, increase the use of technology to enhance workload efficiency, contract with local resources, and expand prevention and diversion programs. This unit administers all funds distributed to the CCA counties and the department to help reduce the adult felony caseloads by adding probation positions. This unit administers the Care of Persons/Restructure Account which is used to reimburse county jails and local correctional facilities for housing work release, and challenge incarceration violators pending return to prison as well as supervised releasees who have been held in jail for period of accountability as ordered by the Office of Adult Release.

The Special Supervision Unit is responsible for the administration of all Intensive Supervision grants to the five metro counties (Hennepin, Ramsey, Anoka, Washington, and Dakota). This unit is also responsible for the Challenge Incarceration Program Phases II and III, as well as the Department of Corrections' Intensive Community Supervision and Intensive Supervised Release activities. All of these special programs have specific legislatively required caseload size limits and minimum statutory requirements for client surveillance, drug testing, and house arrest.

BACKGROUND INFORMATION :

**MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC),
OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)**

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
		PROBATION AND SUPERVISED RELEASE CASELOADS:		
		Juvenile and Misdemeanant Caseload:		
W	FY	Average monthly caseload (juveniles)	1,931	2,203
W	FY	Average monthly caseload (misdemeanant)	2,764	2,874
W	FY	Average caseload per agent	121	115
W	FY	Average monthly workload points	4,939	5,960
W	FY	Average monthly workload points per agent	127	135
		Felony Caseload:		
W	FY	Total cases served	11,078	10,654
W	FY	Average monthly caseload	6,799	7,143
W	FY	Average caseload per agent	102	95
W	FY	Average monthly workload points	11,862	12,240
W	FY	Average monthly workload points per agent	180	163
		SENTENCING TO SERVICE:		
W	FY	Total number of offenders served	11,700	13,000
A	FY	Total hours worked	763,500	789,500
UC	FY	Dollar benefit at \$5.00 per hour	\$3,817,500	\$3,947,500
OD	FY	Estimated market value of projects	\$5,306,161	\$5,467,051
OD	FY	Jail days saved	50,700	51,000
OD	FY	Benefit of jail days saved (days x \$45)	\$2,281,500	\$2,295,000
		FACILITIES PLANNING AND INSPECTION:		
		Adult Local Detention Facilities:		
W	FY	Number of facilities	99	99
OD	FY	Condemned	0	0
OD	FY	Condemnable	1	1
		Ratio of Unnatural Cause Deaths to Average Daily Population:		
W	FY	Average daily population	4,187	4,528
OD	FY	Unnatural cause deaths	5	3
OD	FY	Ratio per 1,000 average daily population	1.19	.66
		Minnesota Sheriffs Assn./DOC Jailor Training Program Data:		
A	FY	Training hours provided	7,886	6,657
W	FY	Participants	1,096	900
OD	FY	Contracted training costs	\$18,808	\$14,481
UC	FY	Costs per training hour	\$2.38	\$2.18
OD	FY	Pre/post test score - increase/decrease	34%	27%
		Total Inspections:		
W	FY	Inspections and audits completed annually	205	230
		Juveniles in Jail (CY):		
W	CY	Admissions	2,087	2,337
W	CY	Average daily population	2.91	2.84

CORRECTIONS DEPT

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OD	CY	Total days confined	1,062	1,040
		Detention Services Subsidy Programs:		
W	CY	Licensed juvenile detention centers	7	7
W	CY	Eight day temporary holdover facilities	5	5
W	CY	24-hour temporary holdover facilities	29	28
OD	CY	Alternative program participating counties	71	71
		Work Release:		
W	CY	Number of residents served	650	630
OD	CY	Number of resident days	60,225	63,875
W	CY	Average daily population	165	175
W	CY	Average daily population non-residential	54	66
UC	CY	Average cost per client days	\$33.54	\$34.58
A	CY	Percent of successful completion	52%	61%
A	CY	Percent of participation without a felony	98%	98%
		Adult Contract Programs:		
W	FY	Number of residential contracts	7	7
W	FY	Number of residents served	246	264
W	FY	Number of resident days	14,806	16,005
UC	FY	Average cost per resident day	\$44.91	\$45.91
A	FY	Percent participating without new felony	98%	98%
W	FY	Total supervised releasees	1,639	2,077
W	FY	Number of non-residential contracts	3	4
OD	FY	Number of non-residential clients served	1,393	1,813
UC	FY	Average cost per client day	\$8.14	\$10.20
		INTENSIVE COMMUNITY SUPERVISION (ICS):		
W	FY	Number of ICS served	99	118
W	FY	Number of Intensive Supervised Release (ISR) served	324	349
W	FY	Number of Challenge Incarceration Program (CIP) served	N/A	27
W	FY	Total number served	423	494
OD	FY	Bed days saved	6,669	9,043
		COMMUNITY SERVICES SUPPORT:		
		County Probation Reimbursement:		
W	FY	Number of counties receiving subsidy	56	56
OD	FY	Percent reimbursed	50%	50%
OD	FY	Agent positions	150	156
		Interstate Compact:		
		Minnesota Offenders Out-of-State as of 7/1:		
W	FY	Parole/supervised release	175	186
W	FY	Probation	995	1,158
		Out-of-state offenders in Minnesota:		
W	FY	Parole/supervised release	360	294
W	FY	Probation	1,330	1,367
		Care of Persons/Use of Jails:		
W	FY	Number of clients	245	141
OD	FY	Number of client days	1,038	661

CORRECTIONS DEPT**1996 Agency Performance Report**

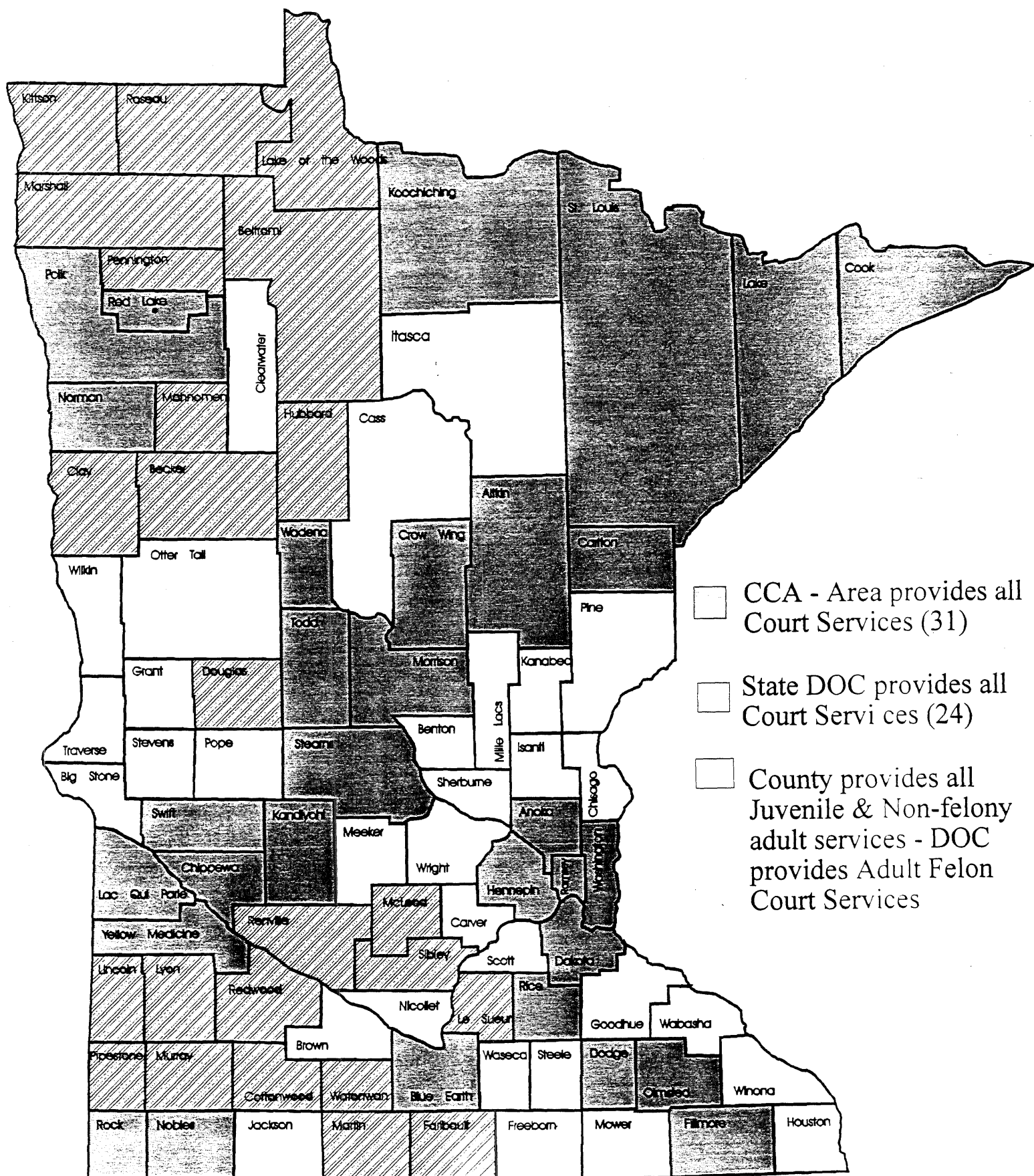
		Office of Adult Release Restructures:		
W	FY	Number of clients	67	68
OD	FY	Number of client days	1,769	1,699
		COMMUNITY CORRECTIONS ACT:		
W	FY	Number of participating counties	31	31
OD	FY	Population of participating counties (1993)	3,189,000	3,316,000
		State and County Correctional Expenditures:		
W	FY	Client average daily population - traditional field services	73,439	77,111
W	FY	Client average daily population - total	88,793	93,233
UC	FY	Client per diem cost	\$4.36	\$4.44
A	FY	Total clients served	226,400	237,720
UC	FY	Total annual cost per client served	\$600	\$625

PROGRAM DRIVERS :

Increases in Offender Populations. Increases in offender populations create challenges for the Department of Corrections to provide necessary programs and surveillance that will enhance protection to the public. Offender populations have been increasing at a rapid rate in all areas of the criminal justice system.

Increased Length of Sentences. Each of the last several legislative sessions has seen the legislature respond to the public's concern about crime by lengthening sentences for specific crimes. This puts additional stress on all parts of the corrections system.

Restorative Justice. The purpose of Restorative Justice is to promote and support the use of criminal justice practices, policies and programs which focus on repairing the harm of crime and strengthening communities in all jurisdictions around the state. Restorative Justice calls for a major shift in responsibility from the criminal justice system back to the community for denouncing criminal behavior, helping to determine obligations placed on the offender, supporting victims and helping to manage the offender in the community.



Agency : CORRECTIONS DEPT
Program : COMMUNITY SERVICES
BACT : PROBATION & SUPERVISED RELEASE

EXPENDITURES AND STAFFING :

	<u>(S in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$9,049	3.09%
General	\$9,049	
Number of FTE Staff:	164	4.86%

GOALS :

- To develop and support a range of correctional services and programs. (M.S. 241.26, 241.20-23, 244.05, 244.12, 244.17)
- To restore the victim, community and offender. (M.S. 241.01, 243.05, 609.116, 611a.37)

- Goal 1** : To develop and support a range of correctional services and programs.
- Objective 1** : To maintain an average annual workload for adult felon corrections agents at 156 points and for juvenile/adult misdemeanor corrections agents at 121 points.

Measure 1 : Average workload points per corrections agent.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Adult agents						
Actual	191	180	163			
Target	156	156	156	156	156	156
Juvenile/adult misdemeanant agents						
Actual	127	127	135			
Target	121	121	121	121	121	121

DEFINITION :

The department's case classification system affirms that offenders differ greatly in the degree of risk that they present, and in the amount of time an agent must devote to supervise them properly. Recognizing this, and using validated scales for measuring risk and applying the results of several extensive time studies, various classifications of cases have been assigned specific point values. A determination was made that the workload an agent can effectively handle in a normal working month is 156 points for an adult agent and 121 points for a juvenile agent.

RATIONALE :

One of the primary functions of a corrections agent is to provide supervision to offenders under the jurisdiction of the District Court and the Department of Corrections. The department developed this classification system to assure that appropriate supervision of offenders was provided. The authority for corrections agents to supervise adult offenders is found in M.S. 241.01 and for juvenile offenders in M.S. 243.05.

DATA SOURCE :

Data on caseloads and agent workloads is collected monthly and entered into the department's automated data base system (PROBER) and reported in the Field Services Monthly Statistical Report.

DISCUSSION OF PAST PERFORMANCE :

Crime rates, arrest rates, judiciary discretion and varying risks of offenders contribute to the size of an agents workload. Also, the lack of resources to hire new agents can cause agent workloads to be above the targets. These variables all contributed to agent workloads being above the expected level. With the addition of agents through funding for caseload/workload reduction, the average workloads have been brought down to levels nearing the targets.

PLAN TO ACHIEVE TARGETS :

The department will strive to meet this objective with current funding; however increasing offender populations will make this increasingly difficult.

OTHER FACTORS AFFECTING PERFORMANCE :

As the number of offenders entering the system increases along with the potential for greater risk to public safety and if funding for agents does not continue it will be increasingly difficult to maintain the optimum caseload/workload of 156 and 121 points.

Goal 2 : To restore the victim, community and offender.

Objective 1 : Increase the amount of restitution collected from offenders by 5% each year.

Measure 1 : Total annual restitution collected by department agents per year and percentage increase over prior year.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Restitution collected						
Actual	\$1,011,076	\$1,022,501	\$1,387,107			
Percentage increase over prior year						
Actual	25%	1%	35%			
Target	5%	5%	5%	5%	5%	5%

DEFINITION :

Restitution is a court ordered financial obligation requiring offenders to reimburse victims for their monetary loss as a result of criminal behavior. Collection of restitution is enforced and monitored by the corrections agent (probation officer). The payment of restitution restores the victim and in many cases the community to the status that was enjoyed prior to the offense. The process of paying restitution is also beneficial to the offenders by instilling a sense of responsibility for their negative behavior.

RATIONALE :

The authority for the courts to require restitution by offenders is contained in M.S. 609.10.

DATA SOURCE :

Information on restitution paid by offenders under the jurisdiction of the department is collected by district staff and reported to the Field Services Director semi-annually.

DISCUSSION OF PAST PERFORMANCE :

Over the past three fiscal years the collection of restitution has gone up, but the amount of increase is quite erratic. These variations are due to many variables that are not under the control of the agents. These variables include, but are not limited to varying court practice, the ability of the offender to pay, the size of agent caseloads, and the amount of restitution ordered. There appears to be a positive correlation between the amount of increase in restitution collected and the number of agents needed according to the department caseload reduction system.

PLAN TO ACHIEVE TARGETS :

The department will continue its efforts to enforce the payment of restitution. Additionally, the department will encourage the development of collector/screeners in each county. These individuals are available to assist the agents and the court with the determination and collection of restitution.

OTHER FACTORS AFFECTING PERFORMANCE :

Additional monetary commitments placed on offenders, such as surcharges and probation fees, could very likely have a negative impact in the amount of restitution collected.

Goal 2 : To restore the victim, community and offender.

Objective 2 : To provide the courts with timely information on convicted offenders by completing 70% of presentence investigations (PSI) within 28 working days of the date ordered.

Measure 1 : Percentage of presentence investigations completed within 28 working days.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of PSI's ordered						
Actual	2,577	2,789	2,557			
Number completed within 28 working days						
Actual	1,615	1,846	1,614			
Percent completed						
Actual	63%	66%	63%			
Target	70%	70%	70%	70%	70%	70%

DEFINITION :

M.S. 609.116, subd. 1 states, "when the defendant has been convicted of a felony, the court shall, before sentence is imposed, cause a presentence investigation and written report to be made to the court concerning the defendant's individual characteristics, circumstances, needs, potentialities, criminal record and social history, the circumstances of the offense and harm caused by it to others and to the community". Department agents (probation officers) are required to complete these PSI's for the courts. Timely completion is vital to the court so that appropriate decisions regarding sentencing and conditions of probation can be made.

RATIONALE :

M.S. 609.115 and 611a.37 delineate the requirements of the authority for the department to prepare PSI's for the court.

DATA SOURCE :

Data on PSI's is collected monthly and entered into the department's automated data base system (PROBER) and reported in the Field Services Monthly Statistical Report.

DISCUSSION OF PAST PERFORMANCE :

This is the first report including this objective. The objective is set at 70% as a goal because there is room for improvement. Some areas of the state have met or exceeded the 70% goal and other areas have not. The differences in court practice and the size of caseloads may have contributed to this variation. In all cases, the courts are kept informed of any delays in the completion of PSI's.

PLAN TO ACHIEVE TARGETS :

The ability of agents to complete PSI's in a timely fashion is directly related to the size of their caseload/workload. The department will continue its practice of contracting with individuals to complete PSI's where workloads do not allow sufficient time for agents to complete PSI's. Those areas not meeting this objective will be investigated and corrective action will be taken wherever possible.

OTHER FACTORS AFFECTING PERFORMANCE :

Additional statutory requirements for the contents of PSI's could also affect this target. Currently, many PSI's are required to contain sex offender assessments, compulsive gambling assessments and chemical dependency assessments. During the 1996 legislature a requirement for a domestic abuse assessment was added. These assessments are necessary and appropriate, but add to the length of time needed to complete the PSI. This is especially true where agents must rely on outside sources to complete these assessments.

Goal 2 : To restore the victim, community and offender.

Objective 3 : To keep the percentage of adult offenders placed on probation and supervised by department agents that are subsequently committed to prison within two years at or below 10%.

Measure 1 : Percentage of felony offenders committed to prison within two years of being placed on probation and supervised by department agents.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of offenders placed on probation						
Actual	2,737	N/A	N/A			
Number of offenders committed to prison within two years						
Actual	182	N/A	N/A			
Percent committed to prison						
Actual	6.6%	N/A	N/A			
Target	10%	10%	10%	10%	10%	10%

DEFINITION :

Most felony offenders in Minnesota are not sent to prison, but are kept in the community with a combination of local jail time and probation as a sanction for their criminal behavior. Probation is intended to hold the offender accountable for the conditions of the probation agreement as well as to provide an opportunity for self-improvement. Self-improvement often includes the participation in appropriate treatment programming, remaining chemically free and maintaining employment. While the responsibility to stay crime free and follow the rules of probation lies with the offender, efforts by the agent to direct the offender to productive activity can have a significant impact on success. This objective is one way to measure how well probation is doing to help keep offenders from violating the conditions of probation and to deter offenders from further criminal behavior. It should be noted that this objective is different than that reported in the 1994 Performance Report. The 1994 report contained statistics on juveniles and adults that were on probation, supervised release or parole. This objective is very similar, but narrows the scope somewhat and as a result the statistics are viewed as more accurate.

RATIONALE :

The authority for the department to provide supervision for adult probationers is found in M.S. 241.01 and 243.05.

DATA SOURCE :

This data is derived from the department data base that is maintained on all offenders being supervised by department agents and incarcerated in state correctional facilities.

DISCUSSION OF PAST PERFORMANCE :

The goal has been met for the year that this information is available. The goal of 10% has been set arbitrarily; the department will continue to evaluate this measure.

PLAN TO ACHIEVE TARGETS :

Even though there are no current statistics available that can measure the effectiveness on recidivism by reducing caseloads, it is widely believed that the more time probation officers can spend with offenders the less likely it is that they will be revoked. However, with an increasing offender population, it will be more difficult to achieve this target.

OTHER FACTORS AFFECTING PERFORMANCE :

A significant factor in the rate of probationers committed to prison is the court's decision on whether or not to commit. If there is no new felony behavior, many courts choose to retain the offender on probation.

Agency : CORRECTIONS DEPT
Program : COMMUNITY SERVICES
BACT : COMM CORR ACT

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$34,243	11.70%
General	\$34,243	
Number of FTE Staff:		0.00%

GOAL :

- To educate and work cooperatively with other public and private organizations on common issues. (M.S. 401)

- Goal 1** : To educate and work cooperatively with other public and private organizations on common issues.
- Objective 1** : With the assistance of state subsidy dollars, Community Corrections Act counties will provide correctional services to over 284,000 clients by the end of calendar year 1999 at a cost of no more than \$625 per client.
- Measure 1** : Number of clients served per year and annual cost per client served.

	<u>C.Y.1994</u>	<u>C.Y.1995</u>	<u>C.Y.1996</u>	<u>C.Y.1997</u>	<u>C.Y.1998</u>	<u>C.Y.1999</u>
Number of clients						
Actual	215,600	226,400	N/A			
Target	215,000	222,000	238,000	250,000	267,000	284,000
Annual cost per client						
Actual	\$600	\$600	N/A			
Target	\$600	\$625	\$625	\$625	\$625	\$625

DEFINITION :

This is the total number of clients served in all Community Corrections Act (CCA) programs and the annual cost of each client. In some cases an individual client may participate in more than one program and as a result may be counted more than once.

RATIONALE :

One of the goals of the Community Corrections Act (M.S. 401) is to provide an array of services to correctional clients at the local level and to do this in a cost effective manner. This objective shows that the number of clients served will increase as more subsidy dollars and county dollars become available for this purpose and that the counties will continue to provide these services at a reasonable cost.

DATA SOURCE :

The data source is the client activity profile report summary compiled from data provided by participating CCA counties and is maintained on a calendar year basis.

DISCUSSION OF PAST PERFORMANCE :

The number of clients served and the cost can fluctuate depending on factors such as crime rate, local policies and available funding. The numbers have been increased in this objective's target from \$600 to \$625 because of a dramatic increase of clients in the system. County funds and state subsidy funds have been used to hire more staff to maintain public safety and provide adequate client service.

PLAN TO ACHIEVE TARGETS :

Through the review process of each CCA jurisdiction's Annual Comprehensive Plan, the department will ensure that programs are available to offenders in all categories and that these programs are administered in a cost effective manner.

OTHER FACTORS AFFECTING PERFORMANCE :

In calendar year 1995, Stearns County entered the Community Corrections Act which added over 11,000 clients to be served through this subsidy program.

Agency : CORRECTIONS DEPT
Program : COMMUNITY SERVICES
BACT : COMMUNITY CORRECTIONAL ALTERNA

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$8,975	3.07%
From Agency Funds	\$293	
General	\$8,682	
Number of FTE Staff:	14	0.41%

GOALS :

- To develop and support a range of correctional services and programs. (M.S. 241.26, 244.05)
- To manage the organization effectively and efficiently. (M.S. 241.01)
- To restore the victim, community and offender. (M.S. 244.06)

Goal 1 : To develop and support a range of correctional services and programs.
Objective 1 : The annual average daily population of the work release program will be at or exceed 180 offenders.

Measure 1 : Average daily work release population during a fiscal year.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Work release population						
Actual	177	165	175			
Target	186	200	200	180	180	180

DEFINITION :

The average daily population indicates the number of offenders on the program and how the work release program is being utilized as an alternative to incarceration to reduce overcrowding in the department's institutions. Each one of these offenders would be in a state prison were they not on the work release program.

RATIONALE :

The work release program provides a structured transition period for select offenders returning to the community with emphasis on having offenders secure employment and residence prior to their release. The authority of the commissioner of corrections to conditionally release select offenders is found in Minnesota Statute 241.26.

DATA SOURCE :

Work release maintains a data collection system. Support staff enter the following data: date and program placement, offender's first work start date and date of completion or termination from the work release program.

DISCUSSION OF PAST PERFORMANCE :

The main reason the work release unit has been unable to achieve the population projection of 200 is the result of work release competing for the same property offenders that are targeted by the Intensive Community Supervision Program and the Challenge Incarceration Program. Because of the lack of offenders meeting criteria, the population has been adjusted to 180.

PLAN TO ACHIEVE TARGETS :

The work release unit is working with institution personnel to expand this criteria and thereby increase the number of offenders on work release.

OTHER FACTORS AFFECTING PERFORMANCE :

The number of offenders participating on work release is adversely affected by the violation rate. Offenders participating in the program must adhere to strict rules and may be terminated from the program depending upon the severity of the infraction.

- Goal 1** : To develop and support a range of correctional services and programs.
- Objective 2** : To protect the public by providing resident programming days for supervised release offenders.

Measure 1 : Number of residential days per year and cost of residential placement less than 5% increase per year.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of residential days per year						
Actual	14,500	14,806	16,005			
Target	14,500	14,500	14,500	17,288	16,538	15,823
5% increase per year						
Actual	\$42.93	\$44.91	\$45.91			
Target	\$42.93	\$45.07	\$47.32	\$49.68	\$51.93	\$54.28

DEFINITION :

This is the annual number of resident days at halfway houses purchased for offenders on supervised release. Since residential placement offers the closest supervision of supervised releasees, it is imperative that these community resources be developed and maintained. Because public safety is the prime mission of the department, it is important that community resources remain available to closely supervise the persons who are most likely to reoffend. These programs are designed to enhance public safety by serving troublesome and dangerous offenders on release status. The measure indicates the number of residential days of service and that the per diem cost of providing these services per fiscal year increases less than 5%.

RATIONALE :

The department provides residential programming for offenders who are identified as Public Risk Monitoring status based on criteria established by the Office of Adult Release. Placement is also utilized as a condition of restructure when an offender violates conditions of their release status. M.S. 241.32 authorizes the commissioner of corrections to contract with public and private agencies for specialized care and treatment of offenders.

DATA SOURCE :

The department's Information Technology Unit maintains a large data base for all offenders and the Alternative Program unit maintains its own data base. These services are contracted from the private sector, which has been proven to offer the most effective and efficient method of providing these services.

DISCUSSION OF PAST PERFORMANCE :

The Adult Contract Program has been providing the maximum number of beds for supervised release offenders given the available funds. This is an area where the need is always greater than the resource.

PLAN TO ACHIEVE TARGETS :

As the cost of residential placement increases, fewer bed days can be purchased. However, the department will strive toward obtaining beds at a reasonable cost to maintain the number of residential bed days that can be purchased.

OTHER FACTORS AFFECTING PERFORMANCE :

Factors that affect the number of bed days purchased are the increased cost of programming and the number of referrals made by the Office of Adult Release.

Goal 1 : To develop and support a range of correctional services and programs.
Objective 3 : To provide non-residential service days for supervised release offenders.

Measure 1 : Number of non-residential days per year and per diem cost.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of service days provided						
Actual	N/A	19,645	23,985			
Target	N/A	32,300	35,000	29,261	29,200	29,200
Per diem cost of non-residential services						
Actual	N/A	\$8.14	\$10.20			
Target	N/A	\$8.14	\$10.20	\$11.75	\$12.92	\$13.56
Percent increase in per diem						
Target	N/A	N/A	25%	15%	10%	5%

DEFINITION :

This is the number of non-residential days annually purchased for those on supervised release who need enhanced supervision, but not residential supervision. Many supervised releasees do not need the more restrictive residential placement and as a result are placed on electronic monitoring. Others are given pre-release advice, and counseling to help them obtain skills necessary to reenter society after prison. The measure indicates the number of non-residential days provided per year. It also reflects attempts to control the cost of providing these services. Persons who need closer supervision, rather than the more expensive residential halfway house, are placed on electronic monitoring. As the number of supervised releasees increase, the need for less costly means of supervision also increases. In addition, the number of cases assigned to parole agents can become overly burdensome. Pre-release services can augment actual release by providing advice and counsel in establishing a more realistic plan for an offender. These services are contracted for from the private sector, which has been shown to be the most effective and efficient method of providing these services.

RATIONALE :

The department provides residential programming for offenders who are identified as Public Risk Monitoring status based upon criteria established by the Office of Adult Release. Placement is also utilized as a condition of restructure when an offender violates conditions of their release status. M.S. 241.32 authorized the commissioner of corrections to contract with public and private agencies for specialized care and treatment of offenders.

DATA SOURCE :

The department's Information Technology Unit maintains a large data base for all offenders and the unit maintains its own data base that is used for billing purposes. In fiscal year 1992, the department started developing contracts for non-residential programming. This has occurred because of the limited number of residential beds, and also because non-residential programming can be provided at lower cost and provide services to more offenders. This unit will work with Information Technology to develop a system to track failures and success of these programs.

DISCUSSION OF PAST PERFORMANCE :

The Adult Contract Program has been providing the maximum amount of non-residential services for supervised release offenders given the available funds. This is an area where the need is always greater than the resource.

PLAN TO ACHIEVE TARGETS :

The Alternative Program unit will continue to purchase non-residential services for select released offenders at reasonable costs.

OTHER FACTORS AFFECTING PERFORMANCE :

Factors that affect the number of bed days purchased are the increased cost of programming and the number of referrals made by the Office of Adult Release.

Goal 2 : To manage the organization effectively and efficiently.

Objective 1 : The average cost per offender day will increase at a rate of no more than 5% a year and the per diem cost of providing work release service will be 50% less than the average cost of incarcerating an offender in a state correctional facility.

Measure 1 : The cost of work release increase per year and the cost compared to the cost of incarceration.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Work release average daily cost						
Actual	\$33.86	\$33.45	\$34.58			
Percent change						
Actual	7.2%	-1.2%	3.4%			
Target	5%	5%	5%	5%	5%	5%
Average cost to house adult male offender						
Actual	\$70.18	\$80.37	\$82.54			
Percent work release daily cost to incarceration						
Actual	48%	42%	42%			
Target	50%	50%	50%	50%	50%	50%

DEFINITION :

The cost per day, per offender on work release, is the total amount of state expenditures at the end of the fiscal year divided by the total number of days of service for that fiscal year.

RATIONALE :

The work release program provides a structured transition period for select offenders returning to the community with emphasis on having offenders secure employment and residence prior to their release. The authority for the commissioner of corrections to conditionally release select offenders is found in M.S. 241.26.

DATA SOURCE :

The work release unit maintains a report by support staff who enter the offenders first and last day in the program and the per diem rate of each program participating.

DISCUSSION OF PAST PERFORMANCE :

The work release unit continues to keep the cost per day at, or below a 5% per year increase. The main factor affecting the per diem rate is the cost of contracting for bed days from various community correctional facilities. Also, other jurisdictions such as county corrections systems and the Federal Bureau of Prisons are competing for these beds which increases their costs. However, the cost of an offender on work release for fiscal year 1996, is 42% of the cost of housing the offender in a correctional facility.

PLAN TO ACHIEVE TARGETS :

The work release unit will continue to pursue program options that are the most cost effective without negatively affecting public safety. This includes the continuous use of non-residential options, such as placing offenders at home and monitoring them on electronic monitoring, and by placing them on live-out status 60 days prior to their supervised release date. Live-out status consists of offenders being placed at home and reporting to halfway house staff during the day.

OTHER FACTORS AFFECTING PERFORMANCE :

Competition from local and federal authorities competing for limited beds.

Goal 2 : To manage the organization effectively and efficiently.

Objective 2 : The cumulative per diem will not exceed \$20.00 during any one evaluation period.

Measure 1 : Special supervision per diem.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Cost per day of services						
Actual	\$18.33	\$17.18	\$17.18			
Target	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00

DEFINITION :

Total of fiscal year costs including grants divided into total fiscal year of service.

RATIONALE :

Special supervision includes Intensive Community Supervision for five grant counties, Intensive Supervised Release, and Challenge Incarceration Program Phase II and Phase III (metro).

The special supervision per diem is an effective measurement against prison bed per diems. Special supervision also provides an increase in public safety once offenders are released.

DATA SOURCE :

Special Supervision Quarterly Reports.

Director of Special Supervision.

DISCUSSION OF PAST PERFORMANCE :

Special Supervision was formed in October of 1995. Information of past performance remains limited.

PLAN TO ACHIEVE TARGETS :

Continue to maintain services statewide.

Under M.S. 244.05 and 244.12, a maximum caseload is 15 offenders.

OTHER FACTORS AFFECTING PERFORMANCE :

Grants.

Budgets.

Program participation.

Goal 3 : To restore the victim, community and offender.

Objective 1 : No more than 2% of all offenders on work release will be arrested for another felony while on work release status and at least 65% will successfully complete the program.

Measure 1 : Percentage of offenders committing another felony while on work release status and percent of offenders successfully completing work release.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Work releasees not committing felony						
Actual	.39%	.76%	.73%			
Target	2%	2%	2%	2%	2%	2%
Successful completion of work release						
Actual	51%	52%	61%			
Target	65%	65%	65%	65%	65%	65%

DEFINITION :

Offenders are released from prison to work release for up to eight months prior to release. The average daily population for work release in fiscal year 1996 was 175. The measure reflects the number of offenders who violate work release with a new felony, shows the percentage of offenders who successfully complete the program and shows how successful the offenders adjust to life in the community after they have successfully completed work release. The data shows the success of the program by the low number of offenders who do not commit a felony and how many offenders successfully complete the program.

RATIONALE :

The main consideration for gaining an early release is that it is consistent with the public interest and the public safety. This expectation is stated in M.S. 241.26 which gives the commissioner of corrections authority to release offenders into work release.

DATA SOURCE :

The department's Information Technology Unit maintains a large data base for all offenders, and the work release unit maintains its own data base.

DISCUSSION OF PAST PERFORMANCE :

The work release unit has been unable to achieve the goal of 65% completion rate. The number of successful completions on work release is difficult to control due to the intensive supervision and the high accountability to which offenders are held. Most work releasees who violate do so in a technical manner. The success rate of work release was above 60% in early 1990's, dropping to the lower 50% range in 1993, 1994 and 1995. During fiscal year 1996, the success rate was 61%. During this past year, the work release unit has been closer to achieving its goal of a 65% completion rate without jeopardizing public safety.

Offenders who are released after the completion of work release, succeed in the community 50% better than other supervised releasees after two years on release status. The department Information Technology Unit compiled the data for all releases that occurred in fiscal year 1993. There were 287 offenders who were released after completing work release. By fiscal year 1996, 49 offenders (17%) were returned to a correctional facility. In fiscal year 1993, there were 1,543 offenders released who did not participate in work release. Of these, 619 (40%) were returned to a correctional facility by fiscal year 1996. This data is not shown as a measure because of the time needed for follow-up. However, it is outcome based and supports the success of the work release program.

PLAN TO ACHIEVE TARGETS :

The work release unit will continue to work with its contractors to adjust programming so that every possible effort can be made to minimize the failure rate.

OTHER FACTORS AFFECTING PERFORMANCE :

None.

Goal 3 : To restore the victim, community and offender.

Objective 2 : The annual percentage of new felony/gross misdemeanor behavior is no more than 2%.

Measure 1 : Percentage of offenders involved in new felony/gross misdemeanor behavior.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
New offense rate						
Actual	2.2%	2.3%	1.6%			
Target	2%	2%	2%	2%	2%	2%

DEFINITION :

The ratio of new felonious/gross misdemeanor behavior compared to total number of Intensive Supervised Release (ISR) participants.

RATIONALE :

M.S. 244.05, Subd. 6. The commissioner of corrections may order that an inmate be placed on ISR for all or part of the inmate's supervised release or parole term. Inmates placed under ISR supervision are high risk, person offenders. ISR Program components were established by department promulgated rules.

DATA SOURCE :

Quarterly reports submitted by special supervision agents and the department's Information Technology Unit.

DISCUSSION OF PAST PERFORMANCE :

The department established public risk monitoring guidelines. These guidelines dictate which offenders will be placed on Intensive Supervised Release following Office of Adult Release approval. These offenders are considered a high risk to reoffend.

PLAN TO ACHIEVE TARGETS :

Continue intense supervision.

Use of technology (electronic monitoring equipment/house arrest, etc.).

Involve offender in constructive activities.

OTHER FACTORS AFFECTING PERFORMANCE :

Community Offender Rehabilitation and Education.

Post Release programming/aftercare for sex offenders.

Agency : CORRECTIONS DEPT
Program : COMMUNITY SERVICES
BACT : SENTENCING TO SERVICE

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$4,135	1.41%
From Federal Funds	\$11	
From Special Revenue Funds	\$989	
General	\$3,135	
Number of FTE Staff:	72	2.14%

GOALS :

- To restore the victim, community and offender. (M.S. 241.01)
- To develop and support a range of correctional services and programs. (M.S. 241.01, 244)
- To educate and work cooperatively with other public and private organizations on common issues. (M.S. 241.01, 244)

Goal 1 : To restore the victim, community and offender.

Objective 1 : To assist offenders in meeting court obligations and 88% of offenders will complete program.

Measure 1 : Total offenders participating in the program, offenders failing to complete program, and percentage of offenders successfully completing program.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Offender participation						
Actual	9,771	11,698	13,027			
Target	N/A	14,000	14,000	14,000	15,000	15,000
Number of failures						
Actual	1,172	1,436	1,470			
Target	1,172	1,404	1,563	1,680	1,800	1,800
Percent of successful completion						
Actual	88%	88%	89%			
Target	88%	88%	88%	88%	88%	88%

DEFINITION :

Offenders complete the Sentencing to Service (STS) program by successfully meeting obligations set by the court including serving a period of incarceration, fine payment, and or satisfaction of probation sanctions.

RATIONALE :

Offenders who complete court and probation sanctions are more likely to remain law abiding. By working off a fine or other obligation, an offender avoids future incarceration due to violation of the court order. This saves jail space as well as the time and effort involved in the violation process, including but not limited to reports by probation officers, scheduling and actual court time, arrest and transportation by law enforcement, and additional days of incarceration while awaiting a new hearing. Completion of STS also helps the offender in his/her restoration of the victim and community.

DATA SOURCE :

STS crew leaders keep a daily log that details hours worked, work completed, fines worked off, jail days saved and work habits on each offender assigned to the crew. These reports are used to compile a quarterly summary that is sent to the department for inclusion in a report covering all STS programs in the state.

DISCUSSION OF PAST PERFORMANCE :

The STS program has been successful in the past in assisting offenders to complete their obligations. This is due to the level of supervision and the positive work environment created by the crew leader.

PLAN TO ACHIEVE TARGETS :

The success and safety record of this program has been very good. STS will continue to train crew leaders in areas that will add to the success of offenders on the STS program..

OTHER FACTORS AFFECTING PERFORMANCE :

None.

- Goal 2** : To develop and support a range of correctional services and programs.
- Objective 1** : To assist local units of government in managing jail populations by reducing incarceration by at least 51,000 days per year.

Measure 1 : Jail days saved per year statewide.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of jail days						
Actual	41,537	50,738	51,196			
Target	34,184	43,641	45,834	51,000	51,000	51,000

DEFINITION :

Jail days saved represent days of a sentence to incarceration that are not served because of credit for working on a Sentencing to Service (STS) crew.

RATIONALE :

STS was developed to address jail overcrowding by allowing non-dangerous offenders to exchange work for days of incarceration. This allows the use of valuable resources for more appropriate offenders and also lets counties earn income by renting space to other units of government. The reduction also allows counties to delay and sometimes eliminate the need for future building and expansion. 51,000 beds per year is equivalent to 140 bed facility filled to capacity year round.

DATA SOURCE :

STS crew leaders keep a daily log that details hours worked, work completed, fines worked off, jail days saved and work habits on each offender assigned to the crew. These reports are used to compile a quarterly summary that is sent to the department for inclusion in a report covering all STS programs in the state.

DISCUSSION OF PAST PERFORMANCE :

In the past, goals of growth have been exceeded due to an infusion of new federal and additional state dollars, and the subsequent addition of new programs. There has been no new money for two years, so the focus has changed to maintaining a minimum of 51,000 beds saved per year, rather than an increase of 5% per year as was used in the 1994 report.

PLAN TO ACHIEVE TARGETS :

Up to this time the department has achieved its targets due to an infusion of additional dollars. Because requests have been received from counties around the state for additional funds to begin the program in areas that are not participating or to expand existing programs, the focus may shift to geographical areas where the most benefit would be derived from current funding.

OTHER FACTORS AFFECTING PERFORMANCE :

Changes in good time laws and philosophical differences of judges and sheriffs have had dramatic effects on the number of beds saved from county to county. Working in concert with decision makers in the criminal justice system is essential to continued success in saving beds.

- Goal 3** : To educate and work cooperatively with other public and private organizations on common issues.
- Objective 1** : To assist state and local units of government and non-profit agencies in addressing environmental, economic and social concerns by providing 840,000 hours of Sentencing to Service work per year. To enhance relationships between the offender and the community through positive restorative activities in meeting court obligations by assisting offenders in working off \$1.2 million of fines per year.

Measure 1 : Hours worked by offenders on Sentencing to Service crews; value of hours at \$5.00 per hour; and value of fines that are worked off on Sentencing to Service crews.
(Value in millions)

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Number of hours worked						
Actual	637,000	763,500	789,500			
Target	585,000	710,000	840,000	840,000	840,000	840,000
Value of hours worked						
Actual	\$3.2	\$3.8	\$4.0			
Target	\$1.6	\$3.6	\$4.2	\$4.2	\$4.2	\$4.2
Fines worked off						
Actual	N/A	N/A	\$1.0			
Target	N/A	N/A	N/A	\$1.2	\$1.2	\$1.2

DEFINITION :

Hours worked is the number of hours worked annually by Sentencing to Service (STS) crews statewide. Value equals \$5.00 for each hour worked. Value of fines is the dollar value of work done in lieu of fines credited at \$5.00 for each hour worked.

RATIONALE :

Work done by STS crews is work that cannot be done due to budgetary constraints or that would not normally be done by regular employees. STS assists governmental units and non-profit agencies in completing crucially important work and allows the same units and agencies to complete projects that had previously been left for later with the hope that funding would become available. By using a STS labor force governmental units and non-profit agencies can complete projects by paying only the cost of materials. The value of this work is measured to demonstrate value to the community.

Many offenders have poor job skills or are unemployable, which results in failure to pay monetary obligations to the court. Through STS offenders are able to work in lieu of fines providing the community with something of value in place of a debt that most likely would go uncollected. By satisfying these obligations, offenders are able to avoid rearrest, which results in additional savings to the county in the form of lower incarceration and associated criminal justice costs. The value of this work is measured to demonstrate value to the community.

DATA SOURCE :

STS crew leaders keep a daily log that details hours worked, work completed, fines worked off, jail days saved and work habits on each offender assigned to the crew. These reports are used to compile a quarterly summary that is sent to the department for inclusion in a report covering all STS programs in the state.

DISCUSSION OF PAST PERFORMANCE :

The STS program has been able to exceed goals in the past due to additional state and federal dollars made available. The value of fines worked off has not been measured in the past, but STS now feels that this is an important indicator of success. State demographics are changing, and there is an increased demand to provide programs for the influx of juveniles into the criminal justice system. STS is experiencing a demand for more juvenile crews. Juvenile crews are generally smaller because they require closer supervision, and this has had an impact on growth. Therefore, STS will begin to collect separate juvenile data for the purpose of base lining, comparison and future planning. A goal of the 1994 report "to increase hours by 10% per year" has been replaced with a modest increase and maintenance of that level.

PLAN TO ACHIEVE TARGETS :

Targets have been adjusted to minimal increases or maintaining current levels. STS will begin to evaluate areas where there is under-utilization and develop plans for growth.

OTHER FACTORS AFFECTING PERFORMANCE :

None.

Agency : CORRECTIONS DEPT
Program : COMMUNITY SERVICES
BACT : FACILITIES PLANNING & INSPECTI

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$1,880	0.64%
From Special Revenue Funds	\$65	
General	\$1,815	
Number of FTE Staff:	12	0.35%

GOALS :

- To provide a safe, secure, humane environment for incarcerated offenders. (M.S. 241.021)
- To educate and work cooperatively with other public and private organizations on common issues. (M.S. 241.021)

- Goal 1** : To provide a safe, secure, humane environment for incarcerated offenders.
- Objective 1** : To increase the percentage of local jail facilities achieving 100% compliance with mandatory standards within established time frames and a substantial compliance rating of 90% or better as defined and set forth in Minnesota Department of Corrections' Administrative Rules, Chapter 2910.

Measure 1 : Percentage of facilities meeting this criteria.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Facilities meeting criteria						
Actual	75%	61%	72%			
Target	75%	60%	65%	70%	75%	80%

DEFINITION :

There are approximately 55 mandatory standards and 155 non-mandatory standards utilized in the inspection of local jail facilities of which there are currently 91. Mandatory standards must be met by the facility or waived by the commissioner for the facility to be licensed to operate. Mandatory standards include: compliance with fire and health codes, provision of medical and mental health care, prisoner welfare checks, searches for contraband and security breaches, and minimum staffing requirements. Non-mandatory standards include provisions for: program and recreation space and activities, staff training, records and reports, and personnel requirements. Compliance with a percentage of mandatory and non-mandatory standards provides an indication of the facility's ability to meet basic life safety, health, and constitutional standards while ensuring protection of the public. See discussion below for change in measure from 1994 report.

RATIONALE :

M.S. 241.021 subd. 1, requires the commissioner of corrections to promulgate rules for the inspection and licensing of all community based correctional facilities.

DATA SOURCE :

Facility Planning and Inspection Unit inspection instruments and reports provide the data source.

DISCUSSION OF PAST PERFORMANCE :

The measure used in the 1994 Annual Performance Report to determine performance in this area was determined to be too broad by the Inspection Unit. The past measure combined both mandatory and non-mandatory standards together to determine an overall compliance rating for facilities. This allowed for facilities not meeting mandatory standards to be counted in meeting our goal. The new criteria requires that a facility meet 100% of mandatory standards within established time lines and 90% of all applicable non-mandatory standards. This provides a more accurate reflection of individual facility performance.

PLAN TO ACHIEVE TARGETS :

A new base line has been established with new target goals established. While current goals have been met, the Inspection Unit will continue with efforts to bring more facilities to this level of compliance earlier.

OTHER FACTORS AFFECTING PERFORMANCE :

A variety of factors influence the operations of local jail facilities. Changes in administration, prisoner populations, physical plant design and condition, lack of funding at the local level, changes in state and federal laws, all have the potential to impact positively or negatively on the operation of the facility. The Inspection Unit seeks to keep administrators informed on these issues in order to ensure that facilities are not negatively impacted.

- Goal 1** : To provide a safe, secure, humane environment for incarcerated offenders.
- Objective 2** : Maintain a ratio of unnatural cause deaths to average daily inmate population in local jail facilities at or below 1.00 per 1,000 average daily population admissions.

Measure 1 : Ratio of unnatural cause deaths to average daily population.

	<u>C.Y.1994</u>	<u>C.Y.1995</u>	<u>C.Y.1996</u>	<u>C.Y.1997</u>	<u>C.Y.1998</u>	<u>C.Y.1999</u>
Ratio of deaths						
Actual	1.4:1,000	.23:1,000	N/A			
Target	1.0:1,000	1.0:1,000	1.0:1,000	1.0:1,000	1.0:1,000	1.0:1,000

DEFINITION :

Unnatural deaths are deaths defined as such by the county coroner or medical examiner and include homicide, suicide, accidental, etc. Statewide average daily populations in local jails were 3,744 in 1993, 4,147 in 1994, and 4,186 in calendar year 1995.

RATIONALE :

This outcome measure directly demonstrates progress towards creation of a safe environment for persons detained or confined in local adult detention facilities.

DATA SOURCE :

Facility Planning and Inspection Unit's unusual occurrence/special incident reports provide the data source.

DISCUSSION OF PAST PERFORMANCE :

The Inspection Unit works to meet this goal through the enforcement of standards related to prisoner welfare, health, and life safety code compliance. This number can easily be affected by the deliberate indifference or negligence in the performance of duties by custody staff and by the mental stability of offenders housed in local jails. The Inspection Unit provides technical assistance and training in the areas of suicide resistance in facility design, suicide prevention and inmate mental health programs. Such efforts are also targeted for facilities on an individual basis where incidents indicate a need for improvement. As example, in four of the deaths in C.Y. 1994 and the one death in 1995, physical plant/design issues played a part in the death. In each of these cases, technical assistance was provided and action to correct physical plant issues implemented.

PLAN TO ACHIEVE TARGETS :

Ongoing technical assistance will continue to be provided to facility operators and architects in an effort to provide for suicide resistance in facility design and construction. Continued cooperation with building and fire code officials will continue to ensure that all new and existing facilities meet current building and life safety codes. Additionally, training will continue to be provided to facility administrators and their staff with respect to suicide prevention.

OTHER FACTORS AFFECTING PERFORMANCE :

None.

- Goal 1** : To provide a safe, secure, humane environment for incarcerated offenders.
- Objective 3** : To ensure that the annual average daily population in jail facilities governed by Department of Corrections Rules, Chapter 2910, do not exceed the "Existing Bed Capacity" for the facility.

Measure 1 : The percentage of jails maintaining average daily inmate populations at or below their "Existing Bed Capacity" on an annual basis.

	<u>C.Y.1994</u>	<u>C.Y.1995</u>	<u>C.Y.1996</u>	<u>C.Y.1997</u>	<u>C.Y.1998</u>	<u>C.Y.1999</u>
Percent of facilities not over capacity						
Actual	92%	95%	N/A			
Target	100%	100%	100%	100%	100%	100%

DEFINITION :

Average daily inmate population means the average number of offenders residing daily in a facility during the last calendar year. "Existing Bed Capacity" means the total number of beds available within the facility exclusive of those designed for admission-release processing and disciplinary/administrative segregation.

RATIONALE :

This outcome measure directly demonstrates the ability to ensure that conditions of confinement and the security of persons detained or incarcerated in local jail facilities meet basic safety, health and constitutional standards while ensuring public safety. Overcrowding has often resulted in conditions of confinement litigation, unsafe and unhealthy environments, and contributed to a decrease in the safety of staff, prisoners, and the public. Chapter 2910 of Administrative Rules requires that jails provide adequate space to allow for proper separation and classification of prisoners which cannot occur in an overcrowded facility.

DATA SOURCE :

Facility Planning and Inspection Unit's detention information system and individual reports from facilities not on the system.

DISCUSSION OF PAST PERFORMANCE :

The measure of this objective in the 1994 Annual Performance Report measured the percentage of capacity occupied based on average daily populations on a statewide basis rather than the percentage of capacity for facilities on an individual basis. This measure has been changed to show the percent of jails that do not exceed their existing bed capacity annually on an individual basis rather than a systemwide basis. This provides a more accurate measure for this objective. It should be noted that jail capacities and the number of facilities have increased statewide as follows: 1993 - 4,383 beds (90 facilities), 1994 - 4,661 beds (90 facilities), 1995 - 5,356 beds (93 facilities). Capacity increases have been accomplished through the allowance for limited double bunking, construction of new and/or replacement facilities and the conversion of existing buildings into minimum security facilities.

PLAN TO ACHIEVE TARGETS :

The Inspection Unit monitors jail populations in each county on an ongoing basis in an effort to ensure that action to address overcrowding is initiated in a timely manner. Information and technical assistance is provided to jail administrators and local officials to assist them in implementing alternatives to incarceration and the construction of additional jail beds as needed. Additionally, information on available jail space in neighboring counties is provided to jail administrators of overcrowded facilities.

OTHER FACTORS AFFECTING PERFORMANCE :

Jail populations statewide have risen consistently over the last 15 years with some regions experiencing significant increases. Many counties have had to board inmates out to neighboring counties to accommodate fluctuating inmate populations, which while resulting in the efficient use of available jail beds, may also result in more facilities operating at or near their existing capacity.

Goal 2 : To educate and work cooperatively with other public and private organizations on common issues.

Objective 1 : To reduce the average daily population of juvenile offenders in local adult jail facilities to 1.1 juveniles per day by calendar year 1999.

Measure 1 : Average daily population of juvenile offenders in adult jail facilities.

	<u>C.Y.1994</u>	<u>C.Y.1995</u>	<u>C.Y.1996</u>	<u>C.Y.1997</u>	<u>C.Y.1998</u>	<u>C.Y.1999</u>
Average daily population						
Actual	2.91	2.84	N/A			
Target	1.6	1.5	1.4	1.3	1.2	1.1

DEFINITION :

The average daily juvenile offender population means the total number of days juveniles are detained in an adult jail facility in a year's time, divided by the total number of days in a year.

RATIONALE :

This outcome measure directly demonstrates progress towards reducing the reliance on adult jail facilities for the detaining of juvenile offenders, thus complying with the jail removal mandates of the Juvenile Delinquency Prevention Act of 1974, as amended. Also, M.S. 260 restricts the conditions and time lines that juveniles may be detained in adult jails. As jail populations increase, less space is available to properly separate juveniles from adults in a manner consistent with federal mandates and statutes.

DATA SOURCE :

Facility Planning and Inspection Unit's detention information system and monitoring reports by facility inspectors.

DISCUSSION OF PAST PERFORMANCE :

Removing juvenile offenders from adult jail facilities continues to be a Department of Corrections' goal. Unfortunately a rise in juvenile populations and an increase in serious juvenile crime rates has resulted in an increase in this population. The department, the governor's office, and the legislature have all shown a solid commitment to this goal and the legislature appropriated \$20 million in grant money for use by counties for the construction of secure juvenile detention and treatment beds statewide. This should result in doubling the number of secure juvenile facility beds available statewide and further reduce the reliance on adult facilities. A number of these facilities are under construction at this time.

PLAN TO ACHIEVE TARGETS :

The department will continue to work with local officials to develop alternatives to housing juvenile offenders in adult jail facilities. These efforts include the completion of new facility construction, technical assistance in the occupancy and operation of these facilities, juvenile detention subsidy programs which provide reimbursement to counties for transporting juveniles to, and using juvenile facilities for secure detention and the use of home detention and other alternatives to the use of adult jail facilities.

OTHER FACTORS AFFECTING PERFORMANCE :

Population projections for juvenile populations in Minnesota indicate that this age group will experience significant increases over the next ten years. Such increases will result in the need for adequate juvenile resources.

- Goal 2** : To educate and work cooperatively with other public and private organizations on common issues.
- Objective 2** : To provide a minimum of 5,000 hours of training to jail personnel annually, with an increase in pre/post testing scores of no less than 25 percent.
- Measure 1** : Number of training hours and percentage of increase in pre/post test results.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Training hours						
Actual	7,440	7,886	6,657			
Target	5,000	5,000	5,000	5,000	5,000	5,000
Increase in test result						
Actual	38%	34%	27%			
Target	25%	25%	25%	25%	25%	25%

DEFINITION :

An hour of training is defined as one hour of training by one participant. Pre/post testing is defined as a test on the subject matter to be presented prior to and after training.

RATIONALE :

Training of jail staff is critical to consistency in performance of job responsibilities and reduction in potential liability for failure to train.

DATA SOURCE :

Minnesota Sheriff's Association and the department's Minnesota Jail Resource Center Contract Training Summary Data.

DISCUSSION OF PAST PERFORMANCE :

The decreased availability of contract funds has resulted in the need to reduce the number of target training hours. The department contracts with the Minnesota Sheriff's Association which also puts up a matching amount for this training. The drop in pre/post test scores for fiscal year 1996 is currently under review.

PLAN TO ACHIEVE TARGETS :

The Inspection Unit will continue to work with the Sheriff's Association to provide adequate training to local jail staff.

OTHER FACTORS AFFECTING PERFORMANCE :

- Availability of funds to the Inspection Unit and the Sheriff's Association to provide for this service.

Agency : CORRECTIONS DEPT
Program : COMMUNITY SERVICES
BACT : COMMUNITY SERVICES SUPPORT

EXPENDITURES AND STAFFING :

	<u>(S in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$7,040	2.40%
General	\$7,040	
Number of FTE Staff:	14	0.41%

GOALS :

- To manage the organization effectively and efficiently. (M.S. 241.01)
- To develop and support a range of correctional services and programs. (M.S. 241.28, 244.12, 244.17)
- To restore the victim, community, and offender. (M.S. 241.28, 244.12, 244.17)

Goal 1 : To manage the organization effectively and efficiently.

Objective 1 : Ninety percent of cases accepted for interstate supervision by Minnesota, will meet one or more of the basic compact criteria (resident, family, or employment).

Measure 1 : Percentage of Minnesota acceptances that meet compact criteria, excluding "with consent". (New performance indicator.)

	<u>C.Y.1994</u>	<u>C.Y.1995</u>	<u>C.Y.1996</u>	<u>C.Y.1997</u>	<u>C.Y.1998</u>	<u>C.Y.1999</u>
Total number of cases accepted						
Actual	N/A	N/A	N/A			
Cases meeting basic criteria						
Actual	N/A	N/A	N/A			
Target	N/A	N/A	N/A	90%	90%	90%

DEFINITION :

The Interstate Compact is a federal agreement, which carries the weight of federal law, that was established to provide for control of offender movement between states. It is designed to ensure that appropriate surveillance, supervision, and accountability are provided for these offenders, when they meet specific requirements. All 50 states are signatories to the Interstate Compact (Minn. Statute 243.16 originally passed into law in 1935).

The Interstate Compact (Section 2-101) specifies the following criteria for accepting* a request for supervision:

(a) such person is in fact a resident or has family residing within the receiving state and can obtain employment there; or

(b) though not a resident of the receiving state and not having family residing there, the receiving state consents to such person being sent.

*For purposes of this report, acceptance is defined as Interstate cases that are investigated and accepted for supervision by the State of Minnesota, and subsequently transferred to Minnesota and placed under "active supervision". One of the main reasons that the compact was designed and enacted was to return offenders for supervision to their "home state" or the area/support network that existed (resident, family, employment), prior to their arrest or incarceration in the receiving state. Based on this intent and the acceptance criteria as specified by the compact, a relatively low percentage of cases should be accepted under criteria (b) "with consent".

DATA SOURCE :

Interstate Unit automated FOCUS Program. FOCUS is an internal data base maintained by the Interstate Unit to collect various information on Interstate cases (i.e. incoming/outgoing, probation/parole, offender name, state, reason for transfer request, etc.). Additional data is collected from the MN DOC FOCSQL Program. FOCSQL is the Minnesota Department of Corrections offender data base (i.e. name, offense, sentence, county of commitment, expiration dates, etc.).

DISCUSSION OF PAST PERFORMANCE :

This is a new performance indicator. Prior to January 1, 1996, information/data on these case-types was not maintained. (For additional information please refer to February 15, 1996 Interstate Compact for the Supervision of Parolees and Probationers Report to the Legislature, as required per Minn. Statute 243.16.)

PLAN TO ACHIEVE TARGETS :

The target will be achieved through educating/training the Minnesota agents and Interstate offices of other states by emphasizing the purpose, criteria, and rules for transferring cases under the Interstate Compact. A more concerted effort to screen inappropriate referrals received by the Interstate office is also being made, with the primary emphasis being on accepting "legitimate compact cases" (resident of Minnesota, family in Minnesota, and/or employment in Minnesota).

OTHER FACTORS AFFECTING PERFORMANCE :

The rules and criteria of the Interstate Compact are subject to change and revision by the National Association of Interstate Compact Administrators. Therefore any change in the compact rules or criteria for accepting cases would impact our target. Lack of resources within the Interstate Unit itself or an increase in Interstate cases without additional resources would hinder efforts to appropriately screen incoming supervision requests, and likewise impede ongoing education/training efforts on the compact.

Goal 2 : To develop and support a range of correctional services and programs.

Objective 1 : To decrease prison population by maintaining a 5% annual increase in prison bed days saved.

Measure 1 : Total number of days offender served from program start date through supervised release date for evaluation period, total number of Intensive Community Supervision releasees served and percentage of Intensive Community Supervision offenders completing the program.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Bed days saved						
Actual	N/A	24,890	31,684			
Target	N/A	25,000	26,250	27,562	28,941	30,387
Number of releasees						
Actual	N/A	113	116			
Target	130	130	130	130	130	130
Percentage completing						
Actual	N/A	74%	N/A			
Target	70%	70%	70%	70%	70%	70%

DEFINITION :

This is the total number of Intensive Community Supervision (ICS) offenders leaving the program that reach their supervised release date without having their release status revoked.

RATIONALE :

The ICS Program is for low risk offenders who may be released to serve all or part of their sentence under a highly restrictive community supervision plan, as described in M.S. 244.14 and 244.15.

DATA SOURCE :

Quarterly reports submitted by Intensive Community Supervision/Intensive Supervised Release agents. The department's Information Technology Unit maintains a larger data base for all offenders. These figures represent statewide participation.

DISCUSSION OF PAST PERFORMANCE :

In the past, ICS placement referrals relied largely on institution services based on Office of Adult Release criteria.

PLAN TO ACHIEVE TARGETS :

Special Supervision Program staff have requested changes in Office of Adult Release criteria and developed annual cooperative training conference between community services and institution program staff.

OTHER FACTORS AFFECTING PERFORMANCE :

Changes in Sentencing Guidelines.

Future recommendations for Special Supervision liaison to develop a systematic screening process.

Goal 3 : To restore the victim, community, and offender.

Objective 1 : The annual percentage of offenders completing Phase II of Challenge Incarceration Program will be greater than or equal to 75%.

Measure 1 : Percentage of offenders completing Phase II of Challenge Incarceration Program will be greater than or equal to 75%.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Percentage completing Phase II						
Actual	74%	78%	72%			
Target	75%	75%	75%	75%	75%	75%

DEFINITION :

The ratio of Phase II offenders who successfully complete to total number of offenders graduated from Phase I of Challenge Incarceration Program.

RATIONALE :

M.S. 244.17 requires that Challenge Incarceration Program (CIP) Phase II be a minimum duration of six months. Offenders released from Phase I are intensely supervised under the direction of Special Supervision Program components and department policy.

DATA SOURCE :

Quarterly reports submitted by special supervision agents. The department's Information Technology Unit.

DISCUSSION OF PAST PERFORMANCE :

Phase II of CIP is a statewide program provided by the department, including all Chapter 260 and Community Corrections Act counties. Past performances continue to remain limited given its origin date of April 28, 1993.

PLAN TO ACHIEVE TARGETS :

Increase Relapse Prevention Programming.

Review restructure options.

Work closely with community resources.

OTHER FACTORS AFFECTING PERFORMANCE :

M.S. 244.17, Subd. 2 expanded program participation to include offenders with 36 months or less in or remaining in their term of imprisonment. This population includes a majority of drug offenders. Historically, there is a high rate of relapse in this participating category.

Agency : CORRECTIONS DEPT
Program : CRIME VICTIM & PREVENTION SVCS

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$12,414	4.24%
From Federal Funds	\$1,870	
From Special Revenue Funds	\$514	
General	\$10,030	
Number of FTE Staff:	14	0.43%

GOAL :

- To restore the victim, community and offender. (M.S. 241.01, 242.32, 611a.21, 611a.31, 611a.361)

DESCRIPTION OF SERVICES :

This division provides overall administration of victim service grant funds in three service categories: battered women, victims of sexual assault and general crime victims. Grants are awarded to public and nonprofit organizations to achieve direct services, networking, education and social change objectives. Grant monies are appropriated from the legislature, through federal grant programs and provided from inmate wage deductions.

In cooperation with victim service providers in the community, this unit also participates in planning and public policy initiatives to benefit victims.

The Community Preservation Unit is designed to ensure a partnership is developed with communities most impacted by crime and to coordinate a bridge between communities of color and the Department of Corrections; and to assess how the Department of Corrections is presently responding to communities relative to culturally specific programming both in the community and within the department.

The Community Preservation Unit is also responsible for assisting communities in the design of outreach, education, public awareness, and mobilization models to provide a link between the Department of Corrections and affected communities. This unit is to assist communities in the development of community intervention and prevention initiatives.

Under the new program structure of the department, this division now includes Victim Services and Community Preservation. Victim Services was under Management Services in the old structure.

BACKGROUND INFORMATION :

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
		VICTIM SERVICES		
W	FY	Number of battered women and children provided shelter	12,361	11,203
W	FY	Number of sexual assault victims served	11,914	11,910
W	FY	Number general crime victims served	22,235	26,399

PROGRAM DRIVERS :

Victim Service Needs. In 1974, the Minnesota legislature mandated that the Department of Corrections establish a program for sexual assault victims. Program elements included development of a statewide referral system for victims, education of professionals and the public about sexual assault, and assistance in development of community-based services. In 1975, two pilot projects serving sexual assault victims in Ramsey and Hennepin Counties were awarded state funds. Minnesota's commitment to crime victims was expanded to include battered women and general crime victims in 1977. For the first time, four shelters for battered women and their children were awarded state funds through the department. Subsequently, in 1986, funding began for abused children. The abused children funding transferred to the Department of Children, Families and Learning as of July 1, 1996. In fiscal year 1996, grants totaling approximately \$11.8 million were awarded to more than 130 organizations statewide. However, there continues to be areas of unserved and underserved population needs within the state not covered by current funding sources. Also, this unit is involved in the new victim notification law.

Community Preservation Needs. There appears to be a missing link, lack of coordination, education, and community awareness on how to design strategies to gain support and cooperation of law enforcement, courts, prosecuting attorneys, judges, probation and court services, legislative and local government associations and the department on how to respond to the idea of restoration of the community from crime, violence and victimization. Based upon the belief that every person in the community can have a positive impact against crime, violence and victimization, individuals can create an infrastructure that works collectively to restore health and safety to their communities and neighbors.

Goal 1 : To restore the victim, community and offender.

Objective 1 : To increase the availability of victim services and education and intervention/prevention to individuals and communities statewide.

Measure 1 : Number of primary and secondary victims receiving services, and professionals and community members receiving training and/or education.

	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>	<u>F.Y.1999</u>
Primary victims receiving services						
Actual	128,955	136,025	113,283			
Target	100,853	106,722	112,591	124,226	124,226	124,226
Secondary victims receiving services						
Actual	3,996	11,284	11,124			
Target	3,597	3,794	4,002	4,222	4,222	4,222
Community education presentations made						
Actual	7,896	8,257	8,192			
Target	7,107	7,497	7,909	8,344	8,344	8,344
Number of persons attending presentations						
Actual	249,522	374,148	303,234			
Target	224,570	236,921	249,951	263,698	263,698	263,698
Professional training sessions held						
Actual	2,277	2,394	3,113			
Target	2,050	2,162	2,280	2,405	2,405	2,405
Number of professionals attending						
Actual	38,147	41,608	39,590			
Target	34,333	36,221	38,213	40,314	40,314	40,314

DEFINITION :

In furtherance of the state policy of zero tolerance for violence and that every victim of violence in Minnesota has access to necessary services, state general fund financing is utilized for funding of victim service programs.

RATIONALE :

The Minnesota Department of Corrections' Victim Services Unit administers grant funds for three service categories: battered women, general crime victims and victims of sexual assault. Until July, 1996, the unit also administered funds for victims of child abuse. This program is now located at the Department of Children, Families and Learning. Grant funds are awarded to public and non-profit organizations to achieve direct services, networking, education and social change objectives.

In order to make state-funded services widely available to victims, grants are awarded to providers for specific designated counties, or for traditionally unserved or underserved populations. While funding levels are not sufficient to aid all victims in funded counties, distributing state funds geographically creates some accessibility to local services for many victims.

Battered Women. In Minnesota, the department estimates that there are more than 132,000 cases of battering annually. Battering incidents range from simple assault to attacks that result in severe and permanent injury or death. Without intervention, the frequency and severity of battering increases over time. In F.Y. 1997 state and federal funding to battered women's services totals \$6.5 million and includes 20 shelters and safehome networks, 67 community advocacy programs, and 35 projects designed to improve the criminal justice system's response to battering.

General Crime. General crime victims have been harmed by misdemeanor or felony-level crimes including assault, robbery, burglary, homicide, driving while intoxicated, vehicular homicide or injury, arson and hate/bias crimes. Over \$1.9 million in state and federal funds are administered to 44 programs serving general crime victims in F.Y. 1997.

Sexual Assault. Sexual assault is a humiliating, terrifying and often brutal crime which violates a person's innermost physical and psychological being. According to the Federal Bureau of Investigation's reported crime data, during 1992 one person in the United States was forcibly raped every five minutes. However, it is estimated that only one in every three to ten sexual assaults is actually reported to police. Data also suggests that one in four girls and one in six boys will be sexually assaulted before age 18. The department awards over \$2.7 million in state and federal funding in F.Y. 1997 to 44 community-based sexual assault centers and to the state sexual assault coalition.

DATA SOURCE :

Records maintained by the Victim Services Unit.

DISCUSSION OF PAST PERFORMANCE :

The department has expanded grants to Minnesota counties and funded new programs each time additional funds have been appropriated.

PLAN TO ACHIEVE TARGETS :

Increasing the availability of state funded victim services in local communities can only be achieved through increased appropriation of state funds. In the absence of increased resources, the target is maintaining the availability and stability of local services.

OTHER FACTORS AFFECTING PERFORMANCE :

There is a continued need for funding and programs for unserved and underserved victims within the state.

Agency : CORRECTIONS DEPT
Program : MANAGEMENT SERVICES

EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$7,273	2.48%
From Federal Funds	\$10	
From Special Revenue Funds	\$136	
General	\$7,127	
Number of FTE Staff:	100	2.96%

GOALS :**DESCRIPTION OF SERVICES :**

This division provides the overall planning, policy and direction for the department, and includes the Office of the Commissioner, the Office of Planning and Research, the Office of Adult Release, the Office of Diversity, and other units providing the overall administrative, training and staff support functions necessary for the efficient operation of the department.

The Office of Adult Release has the authority to grant parole and work release; revoke supervised release, parole and work release; discharge persons under indeterminate sentences; and approve conditions regulating offenders on supervised release, parole and work release status.

The Office of Diversity ensures that equal employment opportunities are provided in the department and emphasizes a wide range of diversity training and enhancement efforts.

Planning and Research advises the commissioner of corrections on the current and future needs of the agency in areas such as increases in the offender population and the need for prison beds along with staffing needs to accomplish the mission of the department. Planning also includes planning for both adult and juvenile female offenders and ensures equivalent services for female offenders and the director also serves as a liaison with local and state agencies concerning female offender issues. Research provides technical evaluation support to the commissioner and department staff.

The Office of Policy and Legal Services coordinates and monitors the development and systematic revision of agency policies and the management of all legal functions. Staff respond to inmate property and injury claims; provide technical assistance and advice about drafting contracts and administrative rules; draft responses to

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inmate lawsuits and work with the Attorney General's Office on all litigation; conduct inmate discipline hearings; provide staff support to the Board of Pardons; manage the department's workers compensation claims, facilitate inmate extraditions and transfers by treaty and advise department staff on operational and policy issues with legal implications.

Financial Services provides all financial service activities within the department as well as support activities for the central office and field services. Such services include budget development, payroll, internal auditing, purchasing, payments, cost accounting, billings, contract coordination, grants administration and financial reporting. Their mission is to promote accountability and prudent management of state resources by efficiently and accurately collecting and processing financial data into useful information and effectively applying that information to support the mission of the department.

Office Services provides administrative support services for central office and field services located throughout the state. This includes mail and courier service, distribution of supplies and equipment, office space management and other support activities.

The Human Resource Management Unit provides services in staffing, management consultation, labor relations and employee programs to ensure the selection and retention of a quality work force.

Employee Development includes preservice and inservice training programs for department employees. An important activity of this unit is preservice training consisting of a three week training academy for correctional officers prior to beginning work in a correctional facility.

Information Technology provides automated data processing services and records management services for department staff. This unit in partnership with the Minnesota Sentencing Guidelines Commission projects adult inmate populations on an annual basis.

BACKGROUND INFORMATION :

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
		ADULT RELEASE		
W	FY	Number released	2,336	2,595
W	FY	Revocation hearings conducted	1,477	1,487
		OFFICE OF DIVERSITY		
OD	FY	Number of protected group employees - female	36.0%	37.5%
OD	FY	Number of protected group employees - disabled	9.8%	9.1%
OD	FY	Number of protected group employees - minority	7.4%	7.8%

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		FINANCIAL SERVICES		
W	FY	Number of payment transactions	N/A	N/A
		HUMAN RESOURCES		
W	FY	Number of employees hired and oriented	722	507
		EMPLOYEE DEVELOPMENT		
OD	FY	Total training hours sponsored	79,884	37,222
		HEARINGS UNIT		
W	FY	Number of inmate discipline hearings conducted	645	693

PROGRAM DRIVERS :

Workload Increase. When the offender population either incarcerated or under supervision grows, the activity in the division increases as well. When programs and prisons expand, increased support services are needed. For example, when the Sentencing to Service program expands, staff need to be hired and trained, payroll transactions expand and increase as well as the need for offices, computers, equipment and supplies. The same is true when a correctional facility expands its bed capacity. This division is continually challenged to provide planning, research and administrative support to keep up with the offender population growth within its limited resources.

GLOSSARY

CCA	Community Corrections Act
CD	Chemical Dependency
CIP	Challenge Incarceration Program
DOC	Department of Corrections
ICS	Intensive Community Supervision
ISR	Intensive Supervised Release
MCF	Minnesota Correctional Facility
MINNCOR	Minnesota Correctional Industries
OAR	Office of Adult Release
SO	Sex Offender
STS	Sentencing to Service

APPENDIX

AGENCY : DEPARTMENT OF CORRECTIONS

AGENCY'S PLANNING PROCESS:

The Department of Corrections' internal planning process was similar to that used in preparing the 1994 Performance Report. Each division head has the responsibility for their division's section in the report and employees within each division gather the information and prepare the report.

Some divisions began the review and updating of their division reports early in the last fiscal year. They began their work even before receiving performance report instructions from the Department of Finance. Front-line employees were involved in the process and had direct input into the writing and development of the report. Information was gathered from data sources throughout the department.

The restructuring of the department in August, 1996, impacted development of the report also. New divisions such as Juvenile Services came into the performance report process late with only a short period of time to complete the report. In spite of this, the department has successfully pulled together all of its divisions into the completed report.

The new Planning and Research Unit became part of the department's internal process and added another dimension to the development of the report. Planning will continue to be involved in the performance report.

Employees at all levels within the department were involved in the 1996 Performance Report, even though the formal worker participation committee was not part of the process this time. The new management brought with them a new perspective which is reflected in the report.

SIGNIFICANT CHANGES FROM 1994 PERFORMANCE REPORT:

Change in Management/Program Structure. With the August 2, 1996 appointment of Gothriel (Fred) La Fleur as commissioner of corrections, the department has undergone a program structure change from three divisions to five divisions.

The two new divisions include Juvenile Services and Crime Victim and Prevention Services. Juvenile Services includes the department's legislative coordination and the three juvenile facilities plus support services for juveniles. This change leaves the adult correctional facilities under the Correctional Institutions' division. The Crime Victims function was combined with the Community Preservation Unit to form the new Crime Victim and Prevention Services' division.

As a result of this change, the Juvenile Services division has new objectives and measures which will be more fully developed in the department's 1998 report.

APPENDIX

Use of Department Goals. The department developed five major goals for its 1994 performance report. Each of the three divisions used the major goals as a basis but then developed their own program goals. In this report, each division uses the department goals as stated followed by the division objectives. In other words, all goals in this report are the five major department goals.

Correctional Institutions. This division now includes adult correctional facilities only. Objectives and performance measures used in the 1994 report were mainly activity measures that had previously been part of the biennial budget document. In the 1996 report, the objectives and performance measures are developed from those discussed in the U.S. Department of Justice publication entitled, Performance Measures for the Criminal Justice System.

This represents a change to develop more realistic intermediate and long-range measures which account for the daily activities of the correctional facilities and for activities for which the department has responsibility and control. While crime rates and recidivism rates are important measures commonly used to assess performance, correctional facilities which invoke sanctions at the end of the criminal justice system cannot be held entirely accountable for the totality of punishment, rehabilitation, deterrence, incapacitation and reintegration. The new Planning and Research Unit will be evaluating these objectives and measures for subsequent reports.

Community Services. This division has further refined and developed the objectives and measures from the 1994 report. Minor changes from the 1994 report are mentioned by activity in the narrative.