
ANNUAL PERFORMANCE REPORT

1994

MINNESOTA DEPARTMENT OF CORRECTIONS

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AGENCY: Corrections, Department of

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.

Table 1:

<u>Program</u>	<u>Estimated Expenditures (\$ in Thousands)</u>	<u>Percent of Total</u>	<u>FTE Staff Positions</u>	<u>Percent of Total</u>
Correctional Facilities	\$165,733	72	2,320.5	87
Community Services	49,461	21	230.3	9
Management Services	<u>16,700</u>	<u>7</u>	<u>99.2</u>	<u>4</u>
<u>Totals</u>	<u>\$231,894</u>	<u>100</u>	<u>2,650.0</u>	<u>100</u>

ORGANIZATION:

The department is divided into three programmatic divisions: 1) Correctional Institutions; 2) Community Services; and 3) Management Services, which also includes the Victim Services Unit. 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:

In general, there are no major statutory changes at this time to be considered to increase flexibility of programs to respond to changing needs within the Department of Corrections. However, there are certain demographic forces outpacing the resources available leaving the state and counties in a continual catch-up situation that impacts correctional operations and outcomes.

Prison Crowding. State prison populations continue to exceed the capacity of Minnesota's correctional facilities even though from 1986 through 1993 nearly 1,700 beds have been added. Population projections indicate substantial increases in future years not including the bed impact of legislative changes in the 1994 session. State prisons are the highest level of sanction in the Minnesota criminal justice system. In 1994, it is estimated that one out of every 847 Minnesotans age 12 and older is in a state prison.

In accordance with good correctional practice, institutions should operate at 95 percent of design capacity to allow for movement of inmates, maintenance and other factors. Given the population pressures, however, institution populations continue to exceed design capacity. In order to operate at 95 percent of capacity, additional beds would be needed.

Probation Increase. One out of every 42 Minnesotans age 12 and older is on probation, making Minnesota the ninth highest state in the nation in use of probation as a criminal justice sanction. Data for 1993 shows 89,008 persons (both adults and juveniles) under probation supervision on December 31, 1993. Probation accounts for 97.5 percent of all persons on probation, parole and supervised release.

The adult probationer population has more than doubled during a seven year period from 1986 to 1993. Probation supervision is provided by the Department of Corrections' agents, Community Corrections Act (CCA) agents, non-CCA county agents and state agents who are under contract with counties.

SUMMARY

AGENCY: Corrections, Department of
PROGRAM: 01 - Institutions Division

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$ 165,733	72% of department's budget
From State Funds	\$ 130,457	
From Special Revenue Funds	\$ 4,951	
From Federal Funds	\$ 1,281	
From Agency Funds	\$ 14,310	
From Gift Funds	\$ 40	
From Correctional Industries Funds	\$ 14,694	
 Number of FTE Staff:	 2,320.5	 87% of department's staff

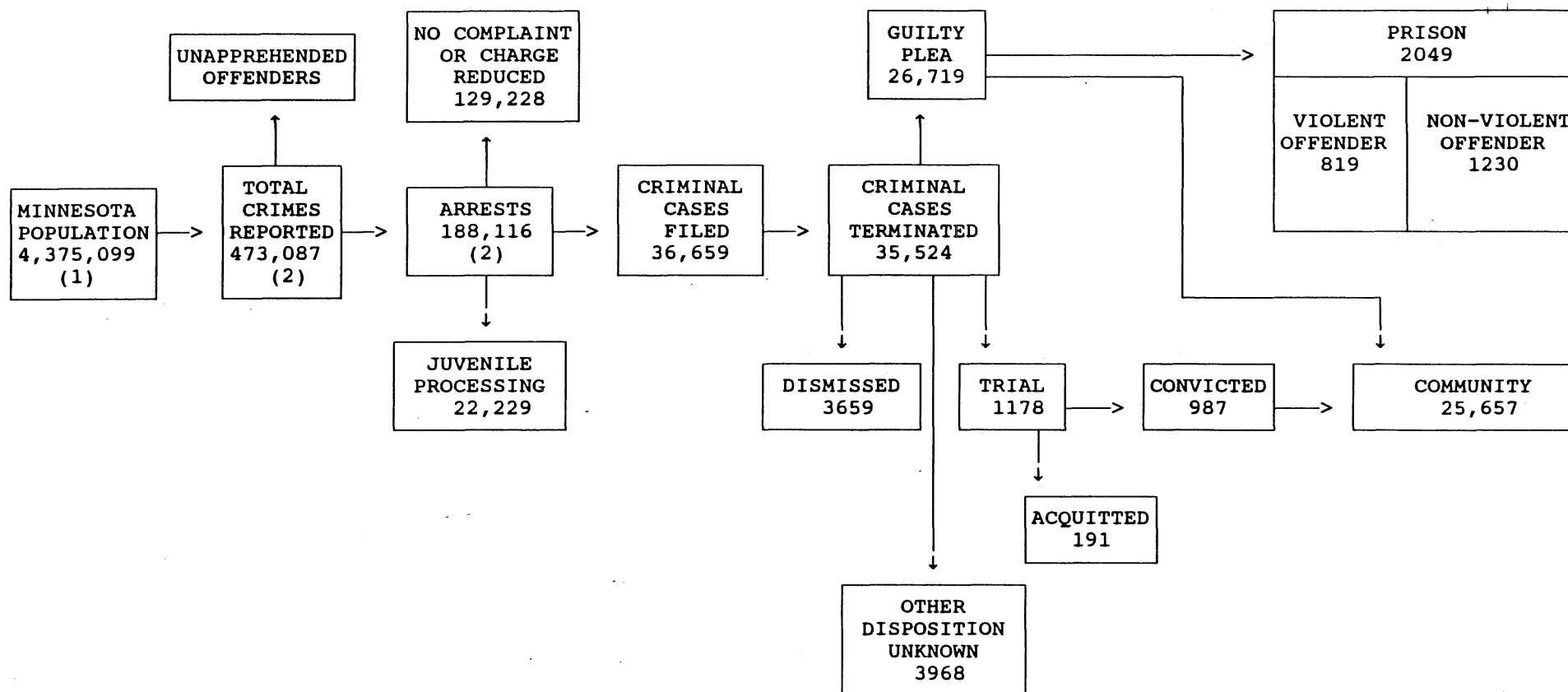
PROGRAM GOALS:

- To provide a safe, secure and humane environment for offenders committed to the Department of Corrections. (M.S. 241.01)
- To provide a safe, secure and humane environment for staff. (M.S. 241.01)
- To offer educational/vocational/behavior/work program for inmates to help prepare them to return to the community and to help reduce the risk of reoffending. (M.S. 241.01)
- To create an environment conducive to rehabilitation for those offenders inclined to want to make change in their lives. (M.S. 241.01)

DESCRIPTION OF SERVICES:

The department operates ten correctional facilities including seven for adults, two for juveniles and one that serves both adults and juveniles. 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). The state prisons are at the end of the offender flow in the criminal justice system. For example of the total 473,087 crimes reported in Minnesota in 1991, 2,049 resulted in commitment to adult state prisons. The department has no control over these commitments to state prisons. (See "Minnesota Criminal Justice System, Offender Flow 1991", page 6.)

MINNESOTA CRIMINAL JUSTICE SYSTEM OFFENDER FLOW 1991



- (1) 1990 Census Population
- (2) Part I & Part II reported crimes (Minnesota Crime Information - 1991)
- (3) Data from Minnesota Supreme Court 1991

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The department has four custody levels; maximum, close, medium and minimum. The Minnesota Correctional Facility(MCF)-Oak Park Heights is the department's maximum security facility. This institution houses high-risk, dangerous and disruptive offenders.

There are two close custody facilities, MCF-Stillwater and MCF-St. Cloud. The Stillwater facility houses male felons age 25 and over. St. Cloud accepts younger male felons under age 25.

The MCF-Lino Lakes, Faribault, and Moose Lake are medium security facilities. Inmates housed in these facilities have either served a portion of their sentence at a higher security facility and, as is the department's philosophy with respect to transitional programming, have been transferred to this reduced custody facility, or are serving shorter sentences. With the current bed expansion at Lino Lakes, this facility is moving toward serving as an admission center for adult, state prison inmates.

The minimum security facilities include the Minimum Security Unit on the grounds of the Stillwater facility, a minimum security portion of the Moose Lake facility, and minimum security at the Red Wing facility. The Challenge Incarceration Program operates on the Willow River Campus and provides Phase I, or the six month incarceration phase of the Challenge Program. Minimum security is reserved for individuals at the very end of their sentence who are preparing for release. The Red Wing facility also houses a juvenile population.

MCF-Sauk Centre and Thistledeew Camp are the other two juvenile facilities within the department. While juveniles are committed to MCF-Red Wing and MCF-Sauk Centre, Thistledeew Camp provides on a per diem basis a residential, educational and confidence building outdoor program for use by juvenile county courts in Minnesota.

MCF-Shakopee is the single state multi-custody level institution for adult female offenders. The facility recently expanded by 100 beds which includes a ten bed mental health unit. Women previously housed at the Moose Lake facility returned to Shakopee during June, 1994.

Within the Institutions Division at central office, is the Transportation Unit, institution construction/renovation, education coordination, health care, Fugitive/Special Investigation Unit and MINNCOR or Minnesota Correctional Industries. While these services are decentralized, each institution is served by this coordination to include education and vocational programming, industry employment, and health care.

In addition, the Sex Offender/Chemical Dependency Services Unit provides technical assistance to all chemical dependency and sex offender programs in the institutions. This assistance includes training, program development and implementation, funding, policy development and research.

BACKGROUND INFORMATION:

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
	<i>Adult Facility Profile:</i>		
O	Design capacity	3,697	4,012
W	Inmate population (6/30)	4,037	4,331
UC	Average male per diem	\$71.66	\$71.83
UC	Average female per diem	\$105.80	\$116.36
W	All facility staff/inmate ratio	1:2.0	1:2.1
A	Return rate (24 months)	33.9%	33.2%
A	Number of releases	2,189	2,211

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
A	Number of admissions	2,887	3,182
	<i>Adult Inmate Profile: (Top 6 Offenses)</i>		
O	Sex offense	21.2%	21.2%
O	Homicide	15.4%	15.5%
O	Burglary	13.0%	11.2%
O	Robbery	12.3%	10.5%
O	Assault	11.2%	12.9%
O	Drugs	10.3%	11.0%
	<i>Type of Offenses:</i>		
O	Person	61.1%	61.4%
O	Property	24.1%	22.8%
O	Drug	10.3%	11.0%
O	Other	4.5%	4.8%
	<i>Race:</i>		
O	White	53.5%	52.8%
O	Black	33.2%	33.7%
O	Indian	7.6%	7.3%
O	Hispanic	4.4%	4.7%
O	Other	1.2%	1.5%
	<i>Other:</i>		
O	Average age	29.3	32.3
O	Average stay in months (1990)	17.5	17.5
W	Number of lifers	179	199
W	Number of certified juveniles (<18)	18	12
	<i>Juvenile Resident Facility Profile:</i>		
W	Juvenile population (6/30)	168	196
UC	Average per diem	\$140.65	\$131.70
W	Staff/resident ratio	1:1.1	1:1.2
A	Number of releases	372	377
A	Number of admissions	317	414
	<i>Juvenile Profile: (Top 6 Offenses)</i>		
O	Auto theft	36.6%	25.1%
O	Burglary	18.7%	14.4%
O	Sex offense	8.9%	13.8%
O	Assault	7.3%	11.8%
O	Weapons	-	7.2%
O	Theft	6.5%	-

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
O	Robbery	6.5 %	5.1 %
O	Drugs	-	5.1 %
	<i>Race:</i>		
O	White	59 %	60.6 %
O	Black	12.8 %	20.7 %
O	Indian	21.8 %	11.3 %
O	Hispanic	4.5 %	6.6 %
O	Other	1.9 %	.9 %
	<i>Other:</i>		
O	Average age	16.3	17.0
O	Average stay in months	5.0	5.5

PROGRAM DRIVERS:

Prison Crowding. All adult prisons are over design capacity with the exception of the women's facility at Shakopee. Bed expansion is occurring at MCF-Faribault, MCF-Lino Lakes and at the Moose Lake campus of MCF-Willow River/Moose Lake. A new 800 bed close security facility is in planning with a projected opening date in 1999. However, with recent change in the 1994 Legislative Session included in the Juvenile Justice and Omnibus Crime bills, the department is now projecting a need for over 300 additional beds by the end of F.Y. 1997 which will leave the state's correctional facilities in a continued overcrowded situation during the coming biennium. Crowded correctional facilities are a direct cause of increased tensions that can erupt into riots and prison violence.

Adult Inmate Populations. Population projections indicate a need for a total of 1,919 additional beds by the year 2000 over current F.Y. 1994 design capacity. Inmate projections for F.Y. 1995 and beyond are based on projections prepared in November, 1993, by the Minnesota Sentencing Guidelines Commission and the Department of Corrections. New inmate population projections will be developed by both agencies in November or December, 1994.

Inmate Programming. Programs provided within the prisons serve two purposes: to keep the inmates busy and to create opportunities to change for those offenders who are inclined to make changes. Mandated sex offender programming has increased substantially in recent years. In F.Y. 1994, offenders committed for sex offenses account for over 21 percent of total commitments. Work and educational programs comprise the major programs for inmates while incarcerated.

Juvenile Populations. The juvenile population has remained in the range of 160 to 170 over the last several years including the F.Y. 1992-93 biennium. However, beginning in February, 1994, the juvenile population began to climb and in September, 1994, stands at 215. An increase in this population may be partially caused by an echo boom of the baby boom generation. This increased population is straining the resources for juveniles at both MCF-Red Wing and MCF-Sauk Centre.

AGENCY: Corrections, Department of
PROGRAM: Institutions Division (01) (Adults)

OBJECTIVE, MEASURE

Objective 1: To ensure sanctions of the criminal justice system to create a safer Minnesota.

Measure (1): Average daily population of adult inmates.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Adult male inmates	3,468	3,831	4,083	-	-	-
Target	3,468	3,831	4,083	4,576	4,894	4,243
Adult female inmates	185	206	248	-	-	-
Target	185	206	248	236	251	281

Measure (2): Number of escapes from correctional facilities.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Medium/maximum security escapes	0	0	0	-	-	-
Target	0	0	0	0	0	0
Minimum security walkaways	21	19	16	-	-	-
Target	8	8	8	8	8	8

Measure (3): Number of adult inmates transported without escape.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Inmates transported without escape	730	825	994	-	-	-
Target	730	825	994	1,200	1,400	1,600

DEFINITION, RATIONALE, DATA SOURCE:

The prison inmate population continues to increase beyond prison capacity creating crowded conditions in the state correctional facilities and an environment conducive to inmate tension, risk and violence. As these inmates move through the various levels of prison security in a transition back to the community, there is movement between facilities along with the interstate exchange of certain inmates between states. The number of escapes particularly for maximum, close and medium, is a direct measure of safety in Minnesota communities.

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

DISCUSSION OF PAST PERFORMANCE:

The department's concern is safety both in the correctional facilities and in the community. The 116 additional correctional officer positions received in the last legislative session will contribute to a safer environment, especially where facilities are overcrowded.

The number of offenders who are classified as minimum security are of low risk to society and live in less restrictive housing generally without security fences. Also includes those offenders who do not return to the facility as scheduled.

PLAN TO ACHIEVE TARGETS:

The department will continue to work toward this objective for safety in Minnesota communities.

OTHER FACTORS AFFECTING PERFORMANCE:

Continued overcrowding in the correctional facilities could result in stress and tension in the security of the state prisons. Outside factors such as friends or relatives may also influence this performance measure.

AGENCY: Corrections, Department of
 PROGRAM: Institutions Division (01) (Adults)

OBJECTIVE, MEASURE

Objective 2: Protection to staff and inmates will continue or increase by engaging inmates productively.

Measure (1): Percent of inmates in productive assignment.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Inmates in productive assignment	78 %	80 %	82 %	-	-	-
Target	80 %	80 %	80 %	82 %	82 %	82 %

Measure (2): Daily average number of hours in work and educational programs.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Average hours:						
Work programs	7	7	7	-	-	-
Target	7	7	7	7	7	7
Education programs	3	3	3	-	-	-
Target	3	3	3	3	3	3
Vocational programs	6	6	6	-	-	-
Target	6	6	6	6	6	6

DEFINITION, RATIONALE, DATA SOURCE:

The ratio of the average number of inmates involved in programming such as work assignments, educational or vocational activities to the total average number of inmates in the correctional facility. A productive assignment would exclude those inmates in segregation or on idle status.

Inmate idleness creates security and management problems within a correctional facility while keeping inmates busy and occupied in productive assignments tends to create a safe environment for both staff and inmates. This measure demonstrates the amount of overall inmate activity within the correctional facilities which would result in a positive influence on the prison environment.

Each correctional facility maintains records on inmate activity within programs. The Education Coordinator tracks hours in programs.

DISCUSSION OF PAST PERFORMANCE:

Productive assignments are essential to the safety of the correctional facilities and the department has worked hard to generate and maintain those assignments in spite of limited resources and budget constraints.

PLAN TO ACHIEVE TARGETS:

If the department receives sufficient funding to hire staff or contract for services to expand programs as populations grow, inmate involvement with programming and productive assignments should continue.

OTHER FACTORS AFFECTING PERFORMANCE:

The level of security of individual facilities directly relates to the productive assignments within a particular facility. For example, MCF-Oak Park Heights the maximum security facility has the most dangerous and violent offenders along with a department mental health unit. Because of these factors, the percentage of inmates in productive assignments at Oak Park Heights is about 75 percent, whereas the medium security facility at Faribault has inmates involved in productive assignments at a 97 percent rate.

AGENCY: Corrections, Department of
PROGRAM: Institutions Division (01) (Adults)

OBJECTIVE, MEASURE

Objective 3: Opportunities for participating in work and educational programs will continue or increase.

Measure (1): Percentage of inmates participating in work and educational programs.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Work programs	44 %	45 %	47 %	-	-	-
Target	44 %	45 %	47 %	49 %	49 %	49 %
Educational/vocational programs	46 %	48 %	50 %	-	-	-
Target	46 %	48 %	50 %	50 %	50 %	51 %

Measure (2): Number of vocational certificates earned.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Vocational credits	170	180	240	-	-	-
Target	170	180	240	280	280	280

Measure (3): Number of GED certificate completions.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number earned	240	279	342	-	-	-
Target	240	279	342	376	392	406

DEFINITION, RATIONALE, DATA SOURCE:

The percentage of inmates participating in these programs is the ratio of the average number of inmates involved in work and educational and vocational programs to the total average number of inmates. The educational and vocational programs offer inmates the opportunity to improve their employability skills when released.

The education program provides basic literacy services to all inmates below the eighth grade level to enable them to become functionally literate. Services are coordinated within facility structures to encourage inmate participation at the fullest levels. Services are coordinated among the facilities to encourage continuity of programming for the inmates involved. All inmates are pretested during early stages of incarceration, such as orientation. Education staff are responsible for administering the pre and post tests.

This measure is the number of inmates eligible and who complete the GED test successfully. The GED certification process is a nationwide acceptable alternative to the completion of high school. This certification will help inmates in their employability when they are released to the community. As of July 1, 1994, nearly 15 percent of the adult inmates had from zero to a ninth grade education when entering prison. An additional 52 percent of the inmates enter with educational levels ranging from the tenth to the twelfth grade level.

Correctional facilities maintain records on inmate activity within their programs. The central office Educational Coordinator maintains records on the number of inmates receiving their GED certificates.

DISCUSSION OF PAST PERFORMANCE:

Work and educational programs are important in institution program planning. For example, MCF-Faribault programs for 50% of their inmates in the industry work program and 50% in educational programs. With the expansion and growth within the state prison system, the number of inmates involved in educational programming also continues to increase.

PLAN TO ACHIEVE TARGETS:

Continued programming is contingent on increased funding for the increasing population. If funding is available, the programming will continue.

OTHER FACTORS AFFECTING PERFORMANCE:

Participation in work, educational and vocational programming is voluntary.

AGENCY: Corrections, Department of
PROGRAM: Institutions Division (01) (Adults and Juveniles)

OBJECTIVE, MEASURE

Objective 4: To continue or increase programming for imprisoned sex offenders.

Measure (1): Number of adult sex offenders.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of sex offenders	744	842	924	-	-	-
Target	N/A	N/A	N/A	961	1,027	1,100

Measure (2): Percentage of adult sex offenders to the total prison population.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Percentage of sex offenders	21.0%	21.2%	21.2%	-	-	-
Target	N/A	N/A	N/A	21.5%	21.5%	21.5%

Measure (3): Number of adult beds for sex offenders.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of beds	157	157	201	-	-	-
Target	157	157	201	216	216	216

Measure (4): Percentage of adult sex offenders involved in sex offender programming.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Percentage of sex offenders	21.2%	18.6%	21.8%	-	-	-
Target	N/A	N/A	N/A	21.3%	20.3%	20.0%

Measure (5): Number of juvenile sex offenders.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of sex offenders	13	11	27	-	-	-
Target	N/A	N/A	N/A	N/A	N/A	N/A

Measure (6): Percentage of juvenile sex offenders.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Percentage of sex offenders	8.8%	8.9%	13.8%	-	-	-
Target	N/A	N/A	N/A	N/A	N/A	N/A

AGENCY: Corrections, Department of
PROGRAM: Institutions Division (01) (Thistledeew Camp)

OBJECTIVE, MEASURE

Objective 9: Opportunities for participating in the educational program will continue.

Measure (1): Number of GED certificate completions.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number earned	12	12	13	-	-	-
Target	N/A	N/A	N/A	15	15	15

Measure (2): Grade level gain in academic skills.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Vocabulary	1.3	1.3	1.9	-	-	-
Target	N/A	N/A	1.8	1.8	1.8	1.8
Comprehension	1.9	2.0	1.9	-	-	-
Target	N/A	N/A	1.8	1.9	1.9	1.9
Reading	1.7	1.8	1.9	-	-	-
Target	N/A	N/A	1.8	1.8	1.8	1.8
Math	2.3	2.3	2.6	-	-	-
Target	N/A	N/A	2.3	2.3	2.3	2.3

DEFINITION, RATIONALE, DATA SOURCE:

For individuals under age 18, the Department of Education must grant a waiver before they can work on their GED. The Department of Education approves these requests so that the students can complete their high school education which improves the likelihood of their employability and further education. Thistledeew Camp meets the academic needs of students continuing their high school education and involves all students in pre-vocational and work skill programs at least 20 hours per week.

The Education Coordinator located in central office collects and compiles data on GED completions. Thistledeew camp staff collect grade level gain data.

DISCUSSION OF PAST PERFORMANCE:

The department has supported juveniles in their efforts to improve their education skills and obtain GED certificates.

PLAN TO ACHIEVE TARGETS:

The department will continue to encourage youth to seek their GED certificates and further their education in order to improve their employment opportunities.

OTHER FACTORS AFFECTING PERFORMANCE:

Students need to cooperate and study to meet the GED and other requirements within a short three-month period of time.

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SUMMARY

AGENCY: Corrections, Department of
PROGRAM: 02 - Community Services

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$ 49,461	21% of department's budget
From State Funds	\$ 46,863	
From Special Revenue Funds	\$ 810	
From Federal Funds	\$ 1,526	
From Agency Funds	\$ 262	
 Number of FTE Staff:	 230.3	 9% of department's staff

PROGRAM GOALS:

- To hold offenders accountable through supervision and surveillance. (M.S. 241.26, 241.20-23, 244.05, 244.12, 244.17)
- To assist offenders in the development of skills necessary to function in the community. (No specific statutory authorization.)
- To assist jails and correctional facilities in the community to ensure compliance with administrative rules, Chapter 2900 series, so that facilities meet basic safety, health, and constitutional standards while ensuring protection of the public. (M.S. 241.021)
- To assist local units of government with the responsible use of state subsidy funds and the responsible delivery of correctional services in the community. (M.S. 401, 260.311)

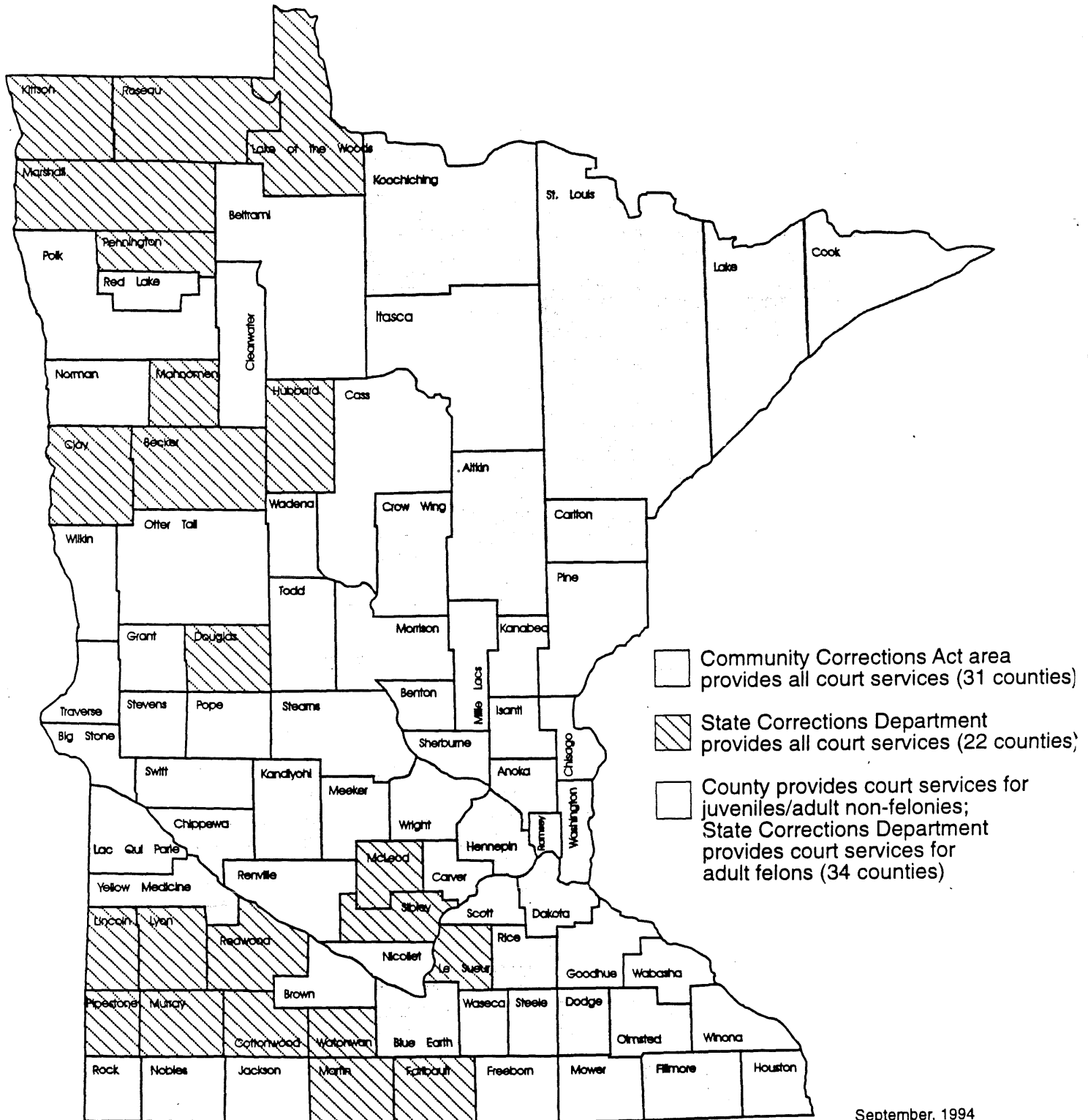
DESCRIPTION OF SERVICES:

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.

The Probation and Supervised Release Unit provides staff to supervise offenders placed on probation, supervised release and parole. As of July 1994, in the 56 counties not under the Community Corrections Act, the Department of Corrections supervised 11,519 adults and juveniles on probation, parole, or supervised release. (See "Court Services in Minnesota", page 26.)

The primary purpose of the Sentencing to Service (STS) program is to provide a specific alternative to the district court to be used for non-dangerous offenders in lieu of incarceration or fines, or as a condition of probation. The STS program has three primary goals:

Court Services in Minnesota



September, 1994

- Reduce jail overcrowding.
- Assist offenders in meeting court obligations.
- Assist state and local units of government and non-profit agencies in addressing environmental, economic, and social concerns by providing a supervised and structured labor pool.

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, to ensure 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 requirements.

The Alternative Programs Unit consists of the following activities:

- The Work Release Program is authorized by M.S. 241.26. The purpose of the program is to provide services for offenders released on work release prior to their supervised release date to seek and maintain employment or vocational education.
- Adult Contract Programs exist to assist in the supervision and monitoring of supervised releasees and to help them to develop skills necessary to function in the community. These activities will enhance compliance with individual supervised release plans. These programs are authorized by M.S. 241.32.
- The Intensive Community Supervision program places selected offenders under strict control and surveillance in the community. There are two main components: Intensive Community Supervision (ICS) and Intensive Supervised Release (ISR). ICS is designed for low risk offenders committed to the Commissioner of Corrections who with court approval may be selected to serve part of their sentence under a highly restrictive community supervision plan. ISR provides intensive surveillance and supervision for the offenders who have served their entire term of imprisonment as required by law, are on supervised release status and are identified by the department as higher risks to public safety.
- The Challenge Incarceration Program places property offenders into a highly structured six month institution program followed by six months of very intensive supervision in the community. The goal of the program is to reduce cost without reducing the offender's chances of a successful return to the community. Phase II of the program requires the offender to be fully employed or in school, to report daily to a reporting center, to submit to urinalysis upon demand and participate in chemical dependency treatment if appropriate.

The Community Services Support Unit is responsible for the following activities:

- The Community Services Support activity is responsible for the administration of the County Probation Officer Reimbursement funds (M.S. 260.311). The 56 Minnesota counties that are not in the Community Corrections Act (M.S. 401) are eligible for reimbursement of up to 50 percent of the costs of county probation officers salaries. These probation officers are responsible to the courts for the supervision of adult misdemeanor and juvenile offenders. This activity is also 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 detainees and run-away youth.
- This activity 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.
- Finally this activity is responsible for the Care of Persons 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 a period of accountability as ordered by the Office of Adult Release.

The Community Corrections Act (CCA) (M.S. 401) authorizes the Commissioner of Corrections to grant subsidies to counties so 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 by the Department of Corrections and approved by the Deputy Commissioner to assure compliance with M.S. 401 and Minnesota Rules Chapter 2905. The comprehensive plan also contains an annual budget that is reviewed quarterly. CCA counties through an advisory board and the county board have total responsibility for correctional activity in their communities. The Department of Corrections monitors these activities through annual plan reviews and quarterly budget reviews.

BACKGROUND INFORMATION:

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
	<i>Probation and Supervised Release Caseloads</i>		
	Juvenile and misdemeanor caseload:		
W	Average monthly caseload (juveniles)	1,562	1,561
W	Average monthly caseload (misdemeanors)	2,345	2,486
W	Average caseload per agent	117	119
W	Average monthly workload points	N/A	4,306
W	Average monthly workload points per agent	N/A	127
	Felony caseload:		
W	Total cases served	9,615	10,647
W	Average monthly caseload	6,277	7,093
W	Average caseload per agent	104	111
W	Average monthly workload points	11,509	12,242
W	Average monthly workload points per agent	190	191
	<i>Sentencing to Service</i>		
W	Total number of offenders served	7,459	9,771
A	Total hours worked	531,476	636,724
UC	Dollar benefit at \$5.00 per hour	\$2,657,380	\$3,183,620
O	Estimated market value of projects	\$1,893,161	\$3,100,575
O	Jail days saved	32,556	41,573
O	Benefit of jail days save (days x \$45.00)	\$1,465,020	\$1,870,785
	<i>Facilities Planning and Inspection</i>		
	Adult local detention facilities:		
W	Number	93	94
O	Condemned	0	0
O	Condemnable	1	1
A	% of beds in adult local detention fac. meeting approved criteria	94	95
	Ratio of unnatural cause deaths to average daily population:		

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Average daily population	4,300	4,500
O	Unnatural cause deaths	3	3
O	Ratio per 1,000 average daily population	.70	.67
	Minn. Sheriffs Assoc./Corrections jailor training program data:		
A	Training hours provided	10,000	10,000
W	Participants	1,200	1,200
O	Contracted training costs	\$20,000	\$20,000
UC	Costs per training hours	\$2.00	\$2.00
O	Pre/post test score - increase/decrease	35 %	N/A
W	Inspections completed on annual basis	200	195
UC	Cost per inspection	\$450	\$462
	Juveniles in jails:		
W	Admissions	2,400	3,000
W	Average daily population	2.00	4.11
O	Total days confined	600	1,500
	Detention services subsidy programs:		
W	Licensed juvenile detention centers	7	7
W	Eight day temporary holdover facilities	3	3
W	24-hour temporary holdover facilities	28	24
O	Alternative program participating counties	45	50
	<i>Work Release</i>		
W	Number of residents served	711	566
O	Number of resident days	73,000	51,027
W	Average daily population	191	171
W	Average daily population non-residential	66	46
UC	Average cost per client days	\$31.57	\$33.86
A	Percent of successful completion	65	65
A	Percent of participation without a felony	98	98
	<i>Adult Contract Programs</i>		
W	Number of residential contracts	11	7
W	Number of residents served	310	400
W	Number of resident days	14,000	16,364
UC	Average cost per resident per day	\$42.39	\$42.93
A	Percent of successful program completion	70	70
A	Percent participating without new felony	98	98
W	Total supervised releasees	1,835	2,000
O	Total mandated residential conditions	444	450

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Number of non-residential contracts	4	6
O	Number of non-residential clients served	1,750	1,800
UC	Average cost per client per day	\$8.50	\$10.00
	<i>Intensive Community Supervision (ICS)</i> (FY 93 six months only)		
W	Number of ICS served	75	130
W	Number of Intensive Supervised Release (ISR) served	243	421
W	Total number served	318	551
O	Bed days saved	7,181	18,611
	<i>Community Services Support</i>		
	County probation reimbursement:		
W	Number of counties receiving subsidy	57	57
O	Percent reimbursed	50	50
O	Agent positions filled	152	159
	Interstate compact:		
	Minnesota offenders out of state as of 7/1:		
W	Parole/supervised release	168	170
W	Probation	952	950
	Out of state offenders in Minnesota:		
W	Parole/supervised release	341	311
W	Probation	1,259	1,268
	Care of persons:		
	Use of jails:		
W	Number of clients	231	202
O	Number of client days	975	897
	Office of adult release restructures:		
W	Number of clients	37	30
O	Number of client days	803	354
	<i>Community Corrections Act</i>		
W	Number of participating counties	30	31
O	Population of participating counties (1990 Census)	2,968,000	3,087,000
	State and county correctional expenditures:		
W	Client average daily population - traditional field services	63,837	67,029
W	Client average daily population - total	76,707	80,542
UC	Client per diem cost	\$4.28	\$4.32
A	Total clients served	201,775	211,864
UC	Total annual cost per client served	\$593	\$599

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 of 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.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Probation and Supervised Release)

OBJECTIVE, MEASURE

Objective 1: To keep the percentage of probation and supervised release offenders charged with new offenses at or below ten percent.

Measure (1): Percentage of offenders charged with new offenses.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Offenders charged with new offenses	15 %	10 %	10 %	-	-	-
Target	10 %	10 %	10 %	10 %	10 %	10 %

DEFINITION, RATIONALE, DATA SOURCE:

This is the overall percentage of offenders who have been formally charged with a new offense (felony, gross misdemeanor, misdemeanor) while under the supervision of a department probation agent.

This is the best measurement to show how probation and supervised release supervision is affecting the public safety during the time these individuals are under the department's supervision.

The data source is the department's Field Services Monthly Statistical Report.

DISCUSSION OF PAST PERFORMANCE:

Agent caseload size, unpredictable offender behavior, lack of adequate resources affect performance.

PLAN TO ACHIEVE TARGETS:

In order to continue to achieve this level of success the department needs to do something about its caseloads. A request for additional agents is being made in the 1995 legislative session.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Probation and Supervised Release)

OBJECTIVE, MEASURE

Objective 2: To keep the corrections agents at 156 workload points.

Measure (1): Average workload points per corrections agent.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Average workload points per agent	177	190	191	-	-	-
Target	156	156	156	156	156	156

DEFINITION, RATIONALE, DATA SOURCE:

The agent workload of 156 points is based on offender risk level with the highest priority (more time - more points) assigned to the more serious offender. The workload level of 156 points reflects agent time available times offender risk level. For example: a maximum case is assigned four points. This means that an agent could supervise 39 maximum cases. ($39 \times 4 = 156$)

Using a workload measurement tool to determine the amount of work an agent can be reasonably expected to manage is preferable to simply counting the number of offenders on a caseload. Different offenders represent different risk levels and consequently demand more agent time.

The data source is the department's Field Services Monthly Statistical Report.

DISCUSSION OF PAST PERFORMANCE:

Crime rates, arrest rates and judges discretion can create higher caseloads along with lack of resources to employ additional agents.

PLAN TO ACHIEVE TARGETS:

The department will request additional funding from the 1995 Legislature to address the reduction of caseloads. Without additional corrections agents this goal is not attainable.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Sentencing to Service)

OBJECTIVE, MEASURE

Objective 3: Jail days saved will increase by 5 percent each year.

Measure (1): Number of jail days saved per year statewide.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of jail days	31,185	32,556	41,537	-	-	-
Target	22,028	32,744	34,184	43,651	45,834	48,126

DEFINITION, RATIONALE, DATA SOURCE:

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

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.

Daily statistics are compiled by crewleaders and submitted to the state on a quarterly basis.

DISCUSSION OF PAST PERFORMANCE:

Due to the infusion of federal dollars and additional state dollars the department has been able to exceed its goals. Without these dollars, growth would not have been as great and would have been subject to sentencing practices by judges and local jail policies.

PLAN TO ACHIEVE TARGETS:

At this time the department is achieving its targets due to an infusion of additional dollars. A request will be made to the 1995 Legislature for additional funds to expand the program to areas in the state that are not participating.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
 PROGRAM: Community Services (02) (Sentencing to Service)

OBJECTIVE, MEASURE

Objective 4: Eighty-eight percent of offenders will complete program.

Measure (1): Total offenders participating in the program.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Offender participation	6,940	7,459	9,771	-	-	-
Target	N/A	N/A	N/A	14,000	14,000	14,000

Measure (2): Offenders failing to complete program.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Failures	848	795	1,172	-	-	-
Target	832	895	1,172	1,680	1,680	1,680

Measure (3): Percentage of offenders successfully completing program.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Successful completion	88 %	89 %	88 %	-	-	-
Target	88 %	88 %	88 %	88 %	88 %	88 %

DEFINITION, RATIONALE, DATA SOURCE:

Offenders complete the program by successfully meeting obligations set by the sentencing court including serving a period of incarceration, fine payment, and/or satisfaction of probation sanctions.

In order to accomplish the goals of the STS program there needs to be a high percentage of completion.

Daily statistics are compiled by crewleaders and submitted to the state on a quarterly basis.

DISCUSSION OF PAST PERFORMANCE:

The STS program has been successful in the past in achieving this goal.

PLAN TO ACHIEVE TARGETS:

The success of this program has been very good. Crewleaders will be trained in areas that will add to the success of STS clients.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Sentencing to Service)

OBJECTIVE, MEASURE

Objective 5: Hours of service performed and value to community will increase by 10 percent per year.

Measure (1): Hours worked by STS crews.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of hours	454,000	532,000	637,000	-	-	-
Target	309,000	499,000	585,000	828,000	828,000	828,000

Measure (2): Value of hours at \$5.00 per hour (in millions).

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Value of hours worked	\$2.3	\$2.7	\$3.2	-	-	-
Target	\$1.6	\$2.5	\$2.9	\$4.1	\$4.1	\$4.1

DEFINITION, RATIONALE, DATA SOURCE:

Hours worked means the number of hours worked annually by STS crews statewide. Value equals \$5.00 for each hour worked.

In order to evaluate the worth of the program, it is necessary to measure the amount of work performed. Work performed for governmental and non-profit agencies allows these agencies to better manage budgets and effectively use diminishing resources. Coupled with resources saved on incarceration, this allows local jurisdictions to make decisions regarding expansion of programs.

Daily statistics are compiled by crewleaders and submitted to the state on a quarterly basis.

DISCUSSION OF PAST PERFORMANCE:

The STS program has been able to exceed its goals due to additional state and federal dollars made available.

PLAN TO ACHIEVE TARGETS:

Even without the additional state and federal dollars, the STS program is committed to providing a quality service. There is an advisory board in each STS region that assists the Regional Directors with plans to increase the dollar value of the programs.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
 PROGRAM: Community Services (02) (Facilities Planning and Inspection)

OBJECTIVE, MEASURE

Objective 6: To increase the percentage of facilities achieving 100 percent compliance with mandatory standards within established timeframes and an overall compliance rating of 90 percent or better as defined and set forth in Minnesota Department of Corrections' Administrative Rules, Chapter 2910.

Measure (1): Percentage of facilities meeting this criteria.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Facilities meeting criteria	57%	68%	75%	-	-	-
Target	N/A	N/A	75%	80%	85%	90%

DEFINITION, RATIONALE, DATA SOURCE:

Mandatory means the rule will either be met by the facility or waived by the commissioner in order for the facility to be licensed. An overall compliance rating of 90 percent or better will mean compliance with all standards, mandatory as well as non-mandatory combined, considered applicable to the facility's licensing at a 90 percent or better level. Compliance with mandatory standards and overall compliance rating provides an index of the facility's ability to meet basic safety, health, and constitutional standards while ensuring protection of the public.

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

DISCUSSION OF PAST PERFORMANCE:

Since 1992 every year has shown improvement in this area. This is due largely to the overall effort that the unit puts into its inspections and the technical assistance provided to facilities.

PLAN TO ACHIEVE TARGETS:

While the present goals have been met it is the intention of the unit to maximize its efforts in an attempt to bring more facilities to this level earlier.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Facilities Planning and Inspection)

OBJECTIVE, MEASURE

Objective 7: Maintain a ratio of unnatural cause deaths to average daily population in local detention facilities at or below 1.00 deaths per 1,000 average daily population admissions.

Measure (1): Ratio of deaths to average daily population.

Actual Performance	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Ratio of deaths	.49	.70	N/A	-	-	-
Target	< 1.0	< 1.0	< 1.0	< 1.0	< 1.0	< 1.0

DEFINITION, RATIONALE, DATA SOURCE:

An unnatural cause of death is a death defined as unnatural by a county coroner or medical examiner.

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

The data source is the Facilities Planning and Inspection Unit's unusual occurrence/serious incident reports.

DISCUSSION OF PAST PERFORMANCE:

It has been very fortunate that this unit has been able to meet its goals with regard to this objective. This number can easily be affected by deliberate indifference or negligence in the performance of duties by custody staff. The number may also be affected by the mental stability of the offenders housed in local facilities.

PLAN TO ACHIEVE TARGETS:

The current goals have been met and all attempts to decrease these numbers will continue to be made through training and inspections.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Facilities Planning and Inspection)

OBJECTIVE, MEASURE

Objective 10: To provide a minimum of 10,000 hours of training to jail personnel annually, with an increase in pre/post testing scores related to such training of no less than 25 percent.

Measure (1): Number of Training Hours

Actual Performance	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Training hours	11,812	10,000	N/A	-	-	-
Target	10,000	10,000	10,000	10,000	10,000	10,000

Measure (2): Percentage of increase in pre/post test results.

Actual Performance	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Tests results (increase)	31 %	35 %	N/A	-	-	-
Target	25 %	25 %	25 %	25 %	25 %	25 %

DEFINITION, RATIONALE, DATA SOURCE:

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

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

The data source is the Minnesota State Sheriffs' Association's on Track Document/DOC Minnesota Jail Resource Center Summary Data.

DISCUSSION OF PAST PERFORMANCE:

Due to the availability of contract funds the unit has been able to meet its objectives in this area. The department contracts with the Minnesota Sheriffs' Association for this training.

PLAN TO ACHIEVE TARGETS:

The department will continue to work with the Sheriffs' Association to provide adequate training to local jail staff.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Facilities Planning and Inspection)

OBJECTIVE, MEASURE

Objective 11: To increase the percentage of beds in adult local detention facilities meeting Department of Corrections' approved bed criteria as defined in draft amendment materials related to Chapter 2910 Rules governing Local Detention Facilities, Subpart 9A.

Measure (1): Percentage of beds meeting approved bed criteria.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Beds meeting criteria	92 %	94 %	95 %	-	-	-
Target	92 %	92 %	94 %	96 %	97 %	98 %

DEFINITION, RATIONALE, DATA SOURCE:

An approved bed means the following:

- A. Cells or detention rooms which provide a minimum of 50 square feet of floor space per prisoner.
- B. Dormitories which provide a minimum of 60 square feet of floor space per prisoner.
- C. No beds in facilities condemned or determined to be "condemnable" are classified as approved.

The percentage of beds which meet approved bed criteria is an index of the inspection and enforcement unit's ability to maintain compliance with the temporary standards relative to square footage allowed per offender and establishment of acceptable conditions of confinement.

The data source is the Department of Corrections' detention information system data, inspection reports and facilities survey instruments.

DISCUSSION OF PAST PERFORMANCE:

This has been a priority of the unit and through regular inspections and technical assistance the unit has been able to decrease the number of beds that do not comply with the Minnesota rule.

PLAN TO ACHIEVE TARGETS:

The unit will continue to make this effort a priority and will continue to work with local jurisdictions on compliance with the rule.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Alternative Programs/Work Release)

OBJECTIVE, MEASURE

Objective 12: The average daily population of the Work Release Program will be at or will exceed 200 offenders.

Measure (1): Average daily population.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Population	183	191	177	-	-	-
Target	N/A	N/A	200	200	200	200

DEFINITION, RATIONALE, DATA SOURCE:

This is a measurement of the average number of offenders served during any given day of any given year.

Average daily population is the best single indicator as to whether or not the Work Release Unit is fulfilling its purpose of relieving overcrowding in the department's institutions. Each one of these offenders would be in a Department of Corrections' institution were they not on the Work Release Program.

The Work Release Unit's internal data entry system and the Department of Corrections' Information Technology and Research system provides this data.

DISCUSSION OF PAST PERFORMANCE:

The objective of maintaining an average population of 200 or more has not been met. To a certain extent inmate behavior affects performance of the Work Release Program. If there are a significant number of violations or new offenses, the average daily population will be down because offenders will return to prison. Also, offenders may choose other programs such as the Intensive Community Supervision Program and/or the Challenge Incarceration Program.

PLAN TO ACHIEVE TARGETS:

The Work Release Unit will continue to make every effort to realize this objective. Work release staff will work with institution caseworkers to identify appropriate candidates. The Work Release Director will review the acceptance criteria and recommend adjustments that can increase the population without jeopardizing public safety.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Alternative Programs/Work Release)

OBJECTIVE, MEASURE

Objective 13: The average cost per client day will increase at a rate of no more than 5 percent per year.

Measure (1): Average daily cost per client day.

Actual Performance	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 1996	F.Y. 1997
Average daily cost	\$32.38	\$31.57	\$33.86	-	-	-
Target	\$33.75	\$33.99	\$33.14	\$35.55	\$37.32	\$39.19

Measure (2): Percentage increase (decrease) from prior year.

Actual Performance	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 1996	F.Y. 1997
Percentage change	.4%	(2.5%)	7.3%	-	-	-
Target	5%	5%	5%	5%	5%	5%

DEFINITION, RATIONALE, DATA SOURCE:

The cost per day per work releasee is the total amount of state expenditures divided by the total number of work release bed days during the fiscal year. For example, a total expenditure of \$365,000 divided by 10,000 bed days would leave an average cost per client day of \$36.50.

This data is relevant because it would be inconsistent to have a cost of more than \$66.00 per day, which is the average cost of keeping an offender in a state correctional facility.

The data source is the Department of Corrections' Financial Services and the Work Release Unit's data collection system.

DISCUSSION OF PAST PERFORMANCE:

The Work Release Unit has managed to keep the costs per day at or below a 5 percent per year increase. The jump between 1993 and 1994 was offset by the previous years of low or no increases. The main factor affecting the per day costs is the market place. When other jurisdictions such as county corrections systems and the Federal Bureau of Prisons are buying a significant number of beds in the community, the cost of a day of residential care may go up.

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 use of non-residential options such as electronic monitoring.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Alternative Programs/Work Release)

OBJECTIVE, MEASURE

Objective 14: At least 98 percent of all offenders on work release will not commit another felony while on work release status and at least 65 percent will successfully complete the program.

Measure (1): Percentage of offenders not committing another felony while on work release status.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Work releasees not committing felony	99%	98%	98%	-	-	-
Target	98%	98%	98%	98%	98%	98%

Measure (2): Percentage of offenders successfully completing work release.
--

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Successful completion	65%	65%	65%	-	-	-
Target	65%	65%	65%	65%	65%	65%

DEFINITION, RATIONALE, DATA SOURCE:

This is the ratio of number of offenders leaving work release without a new felony to total in program. Offenders are released from prison to work release for up to eight months. This data shows how successfully the offenders adjust to life in the community.

The department's Information Technology and Research section maintains a large data base for all offenders and the Contract Programs section maintains its own.

DISCUSSION OF PAST PERFORMANCE:

The Work Release Unit has been able to achieve its goals. The number of successful completions on work release is difficult to control due to the high accountability to which offenders are held. The work releasees that violate do so in a technical manner.

PLAN TO ACHIEVE TARGETS:

The Work Release Unit will continue to work with their contractors to adjust programming so that every possible effort can be made to minimize the failure rate.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Alternative Programs/Adult Contract Programs)

OBJECTIVE, MEASURE

Objective 15: To provide 14,500 resident days service per year for supervised release clients.

Measure (1): Number of resident days per year.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of resident days	13,137	14,000	14,500	-	-	-
Target	N/A	N/A	14,500	14,500	14,500	14,500

DEFINITION, RATIONALE, DATA SOURCE:

This is the number of resident days annually purchased for those on supervised release.

Since residential placement offers the closest supervision for supervised releasees, it is imperative that these community resources be developed and maintained in the private sector. 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 re-offend.

The department's Information Research and Technology section maintains a large data base for all offenders and the Contract Programs section maintains its own.

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:

The Adult Contract Program will be requesting additional funding in order to provide this resource and will make every effort to keep the contract cost to a minimum.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Alternative Programs/Adult Contract Program)

OBJECTIVE, MEASURE

Objective 16: To provide 32,300 or more days of non-residential service for approximately 1,750 supervised release clients.

Measure (1): Number of non-residential days per year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of non-residential	N/A	31,098	31,678	-	-	-
Target	N/A	N/A	N/A	32,300	35,000	35,000

DEFINITION, RATIONALE, DATA SOURCE:

This is the number of non-residential days annually purchased for those on supervised release who need 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.

Persons who need closer supervision, rather than the more expensive residential halfway house, are placed on electronic monitoring. As the number of supervised releasees increases the need for less costly means of supervision also increases. In addition, the number of cases assigned to parole agents can become overly burdensome. Also, pre-release services can augment actual release by providing advice and counsel in establishing a more realistic plan for an offender.

The department's Information Research and Technology section maintains a large data base for all offenders and the Contract Programs section maintains its own.

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 always greater than the resource.

PLAN TO ACHIEVE TARGETS:

The Adult Contract Program will be requesting additional funding in order to provide this resource and will make every effort to keep the contract cost to a minimum.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Alternative Programs/Intensive Community Supervision)

OBJECTIVE, MEASURE

Objective 17: At least 50 percent of offenders in the Intensive Community Supervision (ICS) Program will successfully complete the program.

Measure (1): Total number of releasees served.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of releasees	N/A	75	130	-	-	-
Target	N/A	75	130	130	130	130

Measure (2): Percentage of offenders completing the program.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Successful completion	N/A	50%	50%	-	-	-
Target	N/A	50%	50%	50%	50%	50%

DEFINITION, RATIONALE, DATA SOURCE:

This is the percentage of the total number of offenders leaving the program that reached their supervised release date without having their release status revoked.

The intensive community supervision program is for low risk offenders who with court approval may be selected to serve part of their sentence under a highly restrictive community supervision plan. This indicator shows how successful the offenders are in their program.

The department's Information Technology and Research section maintains a large data base for all offenders and the Contract Programs section maintains its own.

DISCUSSION OF PAST PERFORMANCE:

The success rate for this program is largely affected by the intensive nature of the supervision given an offender. These offenders are being released prior to their supervised release date and are watched very closely in the community. There is ample opportunity for an offender to violate the conditions of ICS. The current objectives can be met; but a higher success rate is desirable.

PLAN TO ACHIEVE TARGETS:

This program is relatively new to Minnesota Corrections. The agents and managers involved with the program meet on a regular basis to discuss ways to minimize the number of violations.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Corrections, Department of
PROGRAM: Community Services (02) (Community Services Support/Community Corrections Act)

OBJECTIVE, MEASURE

Objective 18: With the assistance of state subsidy dollars, Community Corrections Act (CCA) counties will provide correctional services to over 200,000 clients per year at a cost of no more than \$600 per client.

Measure (1): Number of clients served per year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of clients	200,000	202,000	212,000	-	-	-
Target	200,000	200,000	212,000	222,000	233,000	244,000

Measure (2): Annual cost per client served.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Annual cost per client	\$523	\$593	\$600	-	-	-
Target	\$600	\$600	\$600	\$600	\$600	\$600

DEFINITION, RATIONALE, DATA SOURCE:

This is the total number of clients served in all CCA programs and the annual cost spent on 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.

One of the goals of the Community Corrections Act 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.

The data source is the Program Activity Report Summary compiled from data provided by participating CCA counties.

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.

PLAN TO ACHIEVE TARGETS:

Through the review process of each CCA jurisdictions Annual Comprehensive Plan, the Department of Corrections 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:

None.

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SUMMARY

AGENCY: Corrections, Department of
PROGRAM: 03 - Management Services

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$ 16,700	7% of department's budget
From State Funds	\$ 14,461	
From Special Revenue Funds	\$ 676	
From Federal Funds	\$ 1,557	
From Correctional Industries Funds	\$ 6	
 Number of FTE Staff:	 99.2	 4% of department's staff

PROGRAM GOALS:

- To provide policy and direction to facilitate planning and operations of the department. (M.S. 241.01)
- To provide administrative support to all areas of the department. (M.S. 241.01)
- To select and develop a quality workforce. (M.S. 241.01)
- To provide program services for female offenders, due process for inmates and grants administration for victims. (M.S. 241.7, M.S. 241.01, M.S. 611A.21)

DESCRIPTION OF SERVICES:

This division includes the Commissioner's Office, the Offices of Adult and Juvenile Release, the Office of Diversity, and units providing the overall administrative, training and staff support functions necessary for the efficient operation of the department. Programs for victims, female offenders and the hearing units are also in this division.

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 Juvenile Release has the authority to parole juveniles using a system of established guidelines to determine how long a juvenile offender will remain in a state correctional facility.

The Office of Diversity is to ensure that equal employment opportunities are provided in the department.

Employee Development includes preservice and inservice training programs for department employees. An important activity of the unit is preservice training for correctional officers prior to their work in a correctional facility.

Financial and Office Services is responsible for all financial activities within the department as well as for support services for the central office and field services. Services include budget development, payroll, internal auditing, purchasing, payments, costs accounting, billings, deposits, contract coordination, grants administration and financial reporting.

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 workforce.

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

The Planning for Female Offenders Unit ensures equivalent services for female offenders. The director serves as a liaison with local and state agencies concerning female offender issues.

The Hearings Unit conducts and coordinates hearings for inmates concerning whether disciplinary action is warranted and, if so, the specific discipline that should be imposed. This unit is assigned to the Management Services Division to ensure independence from the Institutions Division.

The department's Victim Services Unit administers funds for four service categories: battered women, sexual assault victims, victims of child abuse, and general crime victims. In coordination with victim service providers in the community, the unit also participates in planning and public policy initiatives to benefit 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 prison inmate wage deductions.

BACKGROUND INFORMATION:

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
	<i>Adult Release:</i>		
W	Number released	1,931	1,965
W	Revocation hearings conducted	890	1,183
	<i>Juvenile Release:</i>		
W	Number released	338	349
	<i>Protected Class Employees:</i>		
O	Women	800	960
O	Minority	175	196
O	Disabled	280	309
W	Staff Vacancies Filled	520	586
W	Payment Transactions Made	79,700	80,600
	<i>Victim Services:</i>		
W	Number of battered women & children provided shelter	11,200	13,000
W	Number of sexual assault victims served	9,416	9,890

W	Number of abused children served	7,108	8,000
W	Number of general crime victims served	12,000	13,500

PROGRAM DRIVERS:

Workload Increase. When the offender population either incarcerated or under supervision grows, the activity in this 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 payments expand as well as the need for offices, computers, equipment and supplies. The same is true when a correctional facility expands from 450 beds to 935 beds. The administrative side and program side of this division is challenged to keep up with the offender population growth within its limited resources.

Victim Services 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 corrections department. Subsequently, in 1986, funding began for abused children. In fiscal year 1995, grants totaling approximately \$11 million were awarded to more than 120 organizations statewide. However, there continues to be areas of unserved and underserved population needs within the state not covered by current funding sources.

AGENCY: Corrections, Department of
PROGRAM: Management Services (03) (Employee Development)

OBJECTIVE, MEASURE

Objective 1: To improve the job-readiness of academy graduates.

Measure (1): Number of academy graduates.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of academy graduates	176	119	229	-	-	-
Target	N/A	N/A	N/A	650	600	600

Measure (2): The average (mean) score on the final test.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Average test score	82.9	90.9	91.1	-	-	-
Target	N/A	N/A	N/A	91.4	91.7	92.0

DEFINITION, RATIONALE, DATA SOURCE:

This measure is defined as the average (mean) score of the total final exams during the fiscal year.

The rationale for this measure is that officer job-readiness is the primary function of the pre-service training function. This is a critical department need; that the correctional officers are prepared, informed and trained to perform the duties required of them. This directly relates to the goal of a safe, secure, humane environment for inmates and staff. The academy includes training required by the American Correctional Association, OSHA, state statutes and the Department of Employee Relations.

The data will be in the form of statistics maintained by the employee development office.

DISCUSSION OF PAST PERFORMANCE:

This data has been collected prior to this time in the form of test score average for each academy; in the future it will be maintained as individual tests scores and then averaged annually.

PLAN TO ACHIEVE TARGETS:

This unit will continue to maintain the standards of the academy by evaluating all classes, selecting and training quality instructors and fostering a positive learning environment.

OTHER FACTORS AFFECTING PERFORMANCE:

Adequate staffing levels, officer selection standards and the necessary physical space are all factors that affect the academy.

AGENCY: Corrections, Department of
PROGRAM: Management Services (03) (Information Technology and Research)

OBJECTIVE, MEASURE

Objective 2: To provide accurate information that drives the management of programs and services.

Measure (1): To forecast annual prison population projections that are within five percent of actual average monthly computations.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Percentage deviation	3.7%	1.3%	1.7%	-	-	-
Target	N/A	N/A	N/A	<3.5%	<4.0%	<4.5%

DEFINITION, RATIONALE, DATA SOURCE:

This measure is defined as the annual average of monthly computations which measure the percentage difference between projected and actual inmate populations.

The rationale for this measure is that inmate population projections drive budget requests for department facilities, facility staff and programming needs and capital investment for new facilities.

The data for this measurement comes from the annual Department of Corrections and Minnesota Sentencing Guidelines Commission inmate population projections and a monthly comparison of actual versus projected populations.

DISCUSSION OF PAST PERFORMANCE:

This data has been generated for many years and is widely reviewed by department management and non-department stakeholders.

PLAN TO ACHIEVE TARGETS:

Every year Corrections and Commission staff review the projection model and strive to improve the data required by the model.

OTHER FACTORS AFFECTING PERFORMANCE:

A major factor which can affect projection accuracy is changes made by the legislature which affect imprisonment and length of stay but are so new that they are not captured in this data.

AGENCY: Corrections, Department of
 PROGRAM: Management Services (03) (Planning for Female Offenders Unit)

OBJECTIVE, MEASURE

Objective 3: To provide model programming for female offenders as outlined in M.S. 241.70.

Measure (1): 50% of females served in mini grant programs will be taught independent living skills.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number served	N/A	N/A	450	450	450	450
Number taught living skills	N/A	N/A	225	225	225	225
Percent taught living skills	N/A	N/A	50%	-	-	-
Target	N/A	N/A	50%	50%	50%	50%

Measure (2): 25% of the mothers served in mini grant programs are being taught parenting skills and/or are being offered child care.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number served	N/A	N/A	N/A	240	240	240
Number receiving child care or parenting skills	N/A	N/A	N/A	60	60	60
Percent receiving child care or parenting skills	N/A	N/A	N/A	-	-	-
Target	N/A	N/A	N/A	25%	25%	25%

Measure (3): 25% of the grant programs will be replicated, or will provide technical assistance to other communities wishing to develop programming for female offenders.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of female grant programs	N/A	N/A	20	20	20	20
Number of programs replicated or providing technical assistance	N/A	N/A	5	5	5	5
Percent of programs replicated or providing technical assistance	N/A	N/A	25%	-	-	-
Target	N/A	N/A	25%	25%	25%	25%

DEFINITION, RATIONALE, DATA SOURCE:

The mission of the Planning for Female Offenders Unit is to ensure that female offenders receive substantially equivalent programming as that offered male offenders, taking into account the special needs of the female offender. In 1989 and in 1993, the Minnesota Legislature appropriated grant money for model programs as outlined in M.S. 241.70, Subd. 2. These

model programs were to: a) respond in a rehabilitative way to the types of offenses female offender generally commit; b) respond to the problems of female offenders with dependent children; c) respond to the importance of developing independent living skills; d) assist female offenders to overcome their own extreme degree of dependency; and 3) prepare to offer technical assistance and training toward the implementation of other similar programs when requested by local communities. Currently there is \$70,000 available for mini grants for adult female offenders per year, and \$122,000 available for juvenile females.

In an effort to have these mini grants meet the needs of female offenders in various communities, the Advisory Task Force on the Female Offender in Corrections has not set specific program requirements in the Request for Proposals but rather asked communities to define the needs of female offenders in their area, and how they propose to address that need in the grant program. This allows local communities to best respond in a rehabilitative way to the types of offenses that females generally commit in their local jurisdiction.

Because all of the mini grant programs are small, and comprise only a small part of an offenders life, measuring an increase in independent living and parenting skills would not really be a reflection on the success or failure of the mini grant program. However, the number of females exposed to life skill development and parenting skills can be measured.

Grantees are required to report quarterly on meeting the goals and objectives they have set and in F.Y. 95 they will be required to report on the above outlined measures.

DISCUSSION OF PAST PERFORMANCE:

In order to make the best use of grant money, the Advisory Task Force on the Female Offender in Corrections (M.S. 241.71) recommended that 'mini' grants be awarded for programs for women offenders in the amount of \$1,000 to \$14,000, with the average being \$3,000. Grants for juvenile females have been larger, from \$12,000 to \$45,000. In order to provide a balance in grant awards, standards were set which requires that a minimum of 35% of the clients served are women of color and that a minimum of 25% of the clients served are from outside of the seven county metropolitan area. Grantees are made aware that it is the expectation, whenever possible, that their program will remain self-sustaining after the three year grant has ended. In 1989-90 the Planning for Women Offenders Unit funded, in cooperation with the State Board of Vocational Education, a life skill development curriculum. This curriculum, Expanded Life Choices, is being utilized in numerous areas of the state. The Expanded Life Choices is a good example of this grant money having repeated long term benefits for this population. Additionally, agencies and counties that have used this curriculum with women offenders have shared useful tips, modifications and teaching styles with others considering using this curriculum. The Planning for Female Offenders Unit has been a conduit for this information, but has not kept track of which programs are sharing programs with others, who may or may not have not received grant money to use the Expanded Life Choices curriculum. Measuring can only begin now, although the sharing of information and replication of this program has been going on for several years.

PLAN TO ACHIEVE TARGETS:

Grantees will be notified as to the measures being used and will be asked to keep data to reflect these measures. When new money becomes available, those standards will be set in the Request for Proposal.

OTHER FACTORS AFFECTING PERFORMANCE:

Like the adult female mini grants, juvenile female mini grants are designed to provide parity to adolescent females, taking into account their special needs. By their very nature, the juvenile female mini grants are more preventive than the grants for adult women. Research show that girls developmental process differs from that of boys, and that most programming occurs utilizing a "male" or "rules" model. Mini grant money made available is a way of assisting local communities in developing gender specific programming for this undeserved population to prevent commitment to a state institution. Also like the adult female mini grants, the Advisory Task Force on the Female Offender in Corrections is requiring that 25% of the girls served are from outside the seven county metropolitan area and that 35% of the girls served are children of color. These grants have been larger, from \$12,000 to \$45,000. This grant program began in F.Y. 94.

AGENCY: Corrections, Department of
PROGRAM: Management Services (03) (Planning for Female Offenders Unit)

OBJECTIVE, MEASURE

Objective 4: To reduce the number of women recidivists from returning to MCF-Shakopee.

Measure (1): Women who have been to Shakopee prison two or more times, and who participate in Project Hope will reduce recidivism by 40% per year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of women completing Project Hope	N/A	N/A	N/A	N/A	40	80
Number of women remaining out of MCF-Shakopee	N/A	N/A	N/A	N/A	16	32
Percent of women not returning to MCF-Shakopee	N/A	N/A	N/A	N/A	-	-
Target	N/A	N/A	N/A	N/A	40%	40%

DEFINITION, RATIONALE, DATA SOURCE:

Project Hope is a new program that will screen all women returning to MCF-Shakopee for the second or subsequent time upon their admission. Community case managers will meet with the women while in the institution and will offer services while in the institution, and opportunity to participate in an intensive community based program upon release. Since the relationship with the recidivist will be established while she is still incarcerated, she is more likely to remain active in the program upon release. Once in the community, the case manager will meet with the women in their homes as well as at an office and assist them in arranging daycare and transportation for work, school or treatment. Other services as needed would be provided by existing social service systems with costs covered by Project Hope vouchers.

This program will be measured by the number of women who participate in the program and remain out of prison for three years after their release. Project Hope has received assistance from the National Institute of Corrections in developing an evaluation tool to measure less tangible areas of success. Eventually those will be added to this report. Project Hope also screen urine for drugs on a weekly basis and will be keeping track of the number of women remaining drug free.

DISCUSSION OF PAST PERFORMANCE:

Project Hope only began operating in the fall of 1993. Prior to that research was completed in March 1992, indicating that, at that time, 21% of the women incarcerated at MCF-Shakopee had been there previously. Sixty three percent had been there three or more times, 78% were mothers and 67% were women of color. All were from the metropolitan area. Most were there for property crimes (79%). A focus on the "revolving door" women released to the community will assist in the positive adjustment, prevent their return to the institution and create a stable living situation for their children.

PLAN TO ACHIEVE TARGETS:

Project Hope is offering classes to recidivists while they are incarcerated and is developing relationships with these women while they are still in prison. That way, they are more likely to stay connected to the program upon release. Additionally, Project Hope staff is continually maintaining relationships with service providers in the community, so that the women who leave Shakopee will have service opportunities available to them.

OTHER FACTORS AFFECTING PERFORMANCE:

Since the research on recidivists in Shakopee was completed in 1992, the population of recidivists has increased significantly. The project was anticipating a client base of 30-40 women; it has now doubled. It is difficult to provide the intensity of services required with so many more clients than expected, however, the women have developed a very positive support group for themselves.

AGENCY: Corrections, Department of
 PROGRAM: Management Services (03) (Hearings Unit)

OBJECTIVE, MEASURE

Objective 5: Less than one percent of the Hearing Officers' decisions will be overturned by the appeal authority.

Measure (1): Number of inmates charged with discipline violations.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of inmate violations	7,800	8,500	9,300	-	-	-
Target	N/A	N/A	N/A	10,200	11,225	12,350

Measure (2): Actual number of cases overturned in appeal.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of hearings conducted	580	530	615	660	725	795
Number overturned	2	3	1	4	4	5
Percent overturned	.003 %	.005 %	.001 %	-	-	-
Target	N/A	N/A	N/A	< .006 %	< .006 %	< .006 %

DEFINITION, RATIONALE, DATA SOURCE:

The Hearings Unit was established in late 1973 in response to a Federal Court Order/Consent Decree. The Due Process Hearings Unit exists to implement the letter and spirit of the Federal Court Order/Consent Decree of 1973, which specifies due process procedural requirements. The intent of the Consent Decree is to ensure that inmate discipline hearings are conducted in a fair, impartial and professional manner. The penalty sanctions will reflect consistency and fairness throughout all Department of Corrections adult correctional facilities. These guidelines are outlined in detail in the 1973 Court Order and the Inmate Discipline Regulations Handbook. The Hearings Unit supports each institution's mission to control and manage their populations. The Hearings Unit also upholds a longstanding obligation to safeguard the Consent Decree, preserve a fair due process system and protect the interest of the Department of Corrections. Additionally, the Hearing Officers function as consultants to the department in matters pertaining to inmate discipline/due process.

The statistics are compiled through a joint effort of the Hearings Unit and each institution's Due Process Unit.

DISCUSSION OF PAST PERFORMANCE:

The Hearing Officers have tremendous authority and responsibility. Under the Determinate Sentencing Law of 1980 and the Truth in Sentencing Law of 1992, the Hearings Unit is the only authority by which an inmate's term of imprisonment can be extended and the inmate held past the original Supervised Release Date. These decisions not only affect individuals lives, they also impact institution populations.

Minnesota has experienced a rapidly increasing inmate population in recent years and this trend is expected to continue for the foreseeable future. This puts additional demands on the Hearings Unit to ensure that due process rights are not violated. The Hearing Officers and Supervisor must know applicable federal law, Minnesota statutes, court rulings, due process case law, Department of Corrections and institution policies, inmate rules and regulations, administrative hearing procedures, and must be familiar with probable cause, discovery, prima facie case, rules of evidence, chain of custody, hearsay evidence, confidential informant rules, urinalysis testing, polygraph procedures and other areas of technology relevant to due process.

services to children and families who have experienced abuse and to those at high risk of revictimization.

Battered Women. In Minnesota, the Department of Corrections 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 1995 state and federal funding to battered women's services totals \$5.6 million and includes 17 shelters.

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 \$1.5 million in state and federal funds are administered to 38 programs serving general crime victims in 1995.

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 \$2.0 million in state and federal funding in 1995 to 42 community-based sexual assault centers and to the state sexual assault coalition.

DISCUSSION OF PAST PERFORMANCE:

Although complete data is difficult to obtain prior to F.Y. 1992, the department expanded grants to Minnesota counties each time additional funds were 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.

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APPENDIX

ANNUAL PERFORMANCE REPORT PROCESS

Department of Corrections

The Department of Corrections established a worker participation group 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 three major program areas. Program and activity managers provided the information needed in the report.

Since the draft report, the worker participation group 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. With the approval of the commissioner and his staff, the new mission statement, goals and core values are included in this report.

Other revisions were made to the 1993 draft report largely based upon the "Comments on the Department of Corrections' 1993 Draft Performance Report", dated July, 1994, and written by the Program Evaluation Division of the Office of the Legislative Auditor. Revisions were made by both program and activity managers.