

Minnesota Serious and Violent Youthful Offender Reentry Project  
Modified Workplan 10-28-2002

Determine Problems to be Addressed.

As of 9-30-2002, the DOC population demographics indicate that there is a total population of 7121. Of that total, 55.7% were Caucasian, 35.3% were African American, 6.5% were American Indian, and 2.4% were Asian. Twenty four percent of offenders released from Minnesota prisons are reconvicted for a new felony crime within 3 years of release. In addition, 19% of Minnesota's offenders are returned to prison with a new crime within 3 years. Hennepin County is the largest county in the state of Minnesota. It commits and supervises over 50 % of the offenders that are sent to our state prisons. Currently, over 60% of all state prison releasees return to Hennepin County. Approximately 80 % of those released that return to Hennepin return to the communities of Hawthorne, Jordan, Near North, Willard Hay, Central, Powderhorn, Phillips, and McKinley. The makeup of these 8 communities includes a majority of the people of color.

Determine Goals and Objectives.

This grant program will pursue the goal of assisting ex-offenders to become productive, responsible and law-abiding citizens. Four major objectives have been developed as mileposts in the road to goal achievement:

- Obtain and retain long-term employment for participants;
- Maintain stable residences for participants;
- Address substance abuse and mental health needs;
- Establish a meaningful supportive capacity in the community.

This goal and objective statement is consistent with the Federal Going Home Initiative goals of establishing effective reentry strategies for serious and violent offenders across the nation by preparing targeted offenders to return successfully to their communities.

The Minnesota initiative aims at engaging the local Workforce Development system in the preparation of program participants to find and keep employment. Employment activities will be surrounded by an array of social and educational services-- primarily mental health and substance abuse treatment. Community enrichment activities designed to strengthen the network of support surrounding the ex-offender are the second primary focus of Minnesota's program effort. Project staff will bring available resources to the families, friends and associates of the program participants. This effort is intended to make the ex-offender's primary support network more effective in supporting his or her transition to the free world.

3. Select Target Population/High-Risk Offenders.

**TARGET POPULATION**

The Minnesota reentry project will target Hennepin County offenders between ages 16 and 34. Most will be offenders released from adult prisons. In order to effectively ensure that the funds are sufficient to comprehensively serve the target population, the number and needs of a released population to be served by the grant project was narrowed down by three factors:

1. multiple challenges of chemical dependency or substance abuse, serious mental health issues, sex offenses, and/or developmentally disabled;
2. higher risk based upon the score of the Level of Service Inventory—Revised (LSI-R), Youth Level of Service Inventory (YLSI) or, for sex offenders, their score on the Minnesota Sex Offender Screening Tool-Revised (MnSOST-R);
3. released to the county of Hennepin.

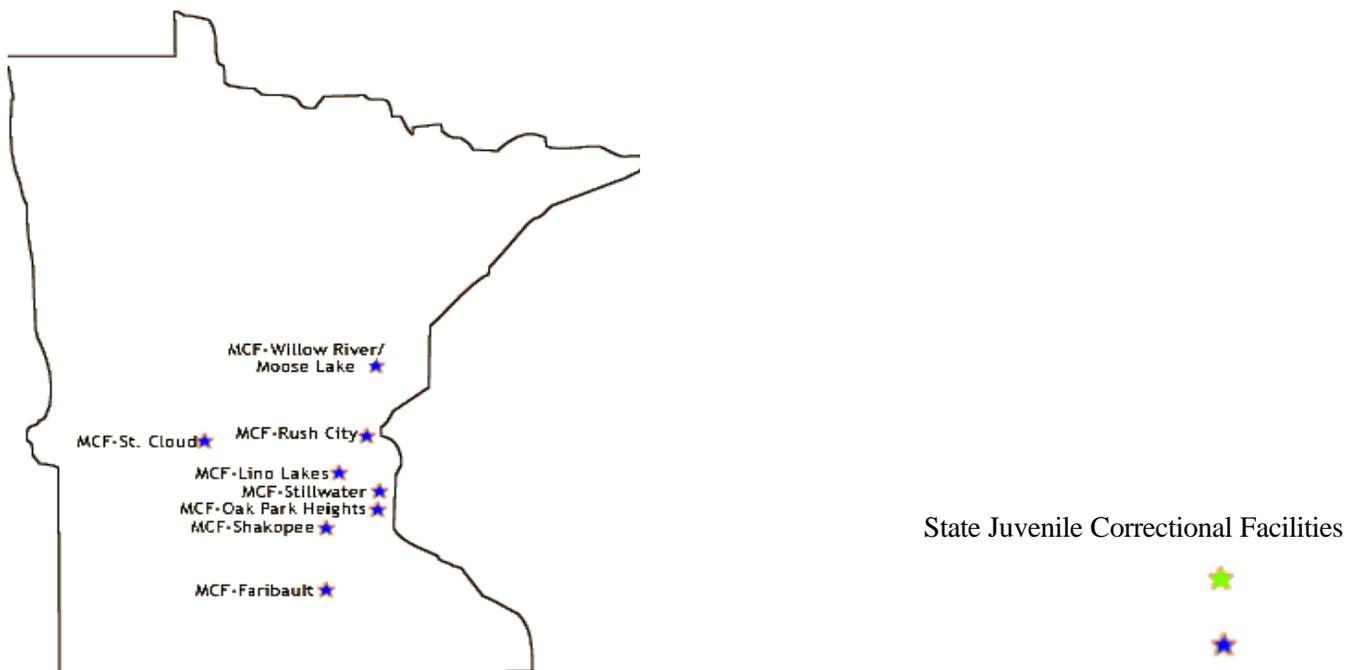
**1. Multiple challenges:** Since the intent of this proposal is to target offenders who are at the highest risk to re-offend, an emphasis is placed on those releasees who are chemically dependent/abusive, struggle with

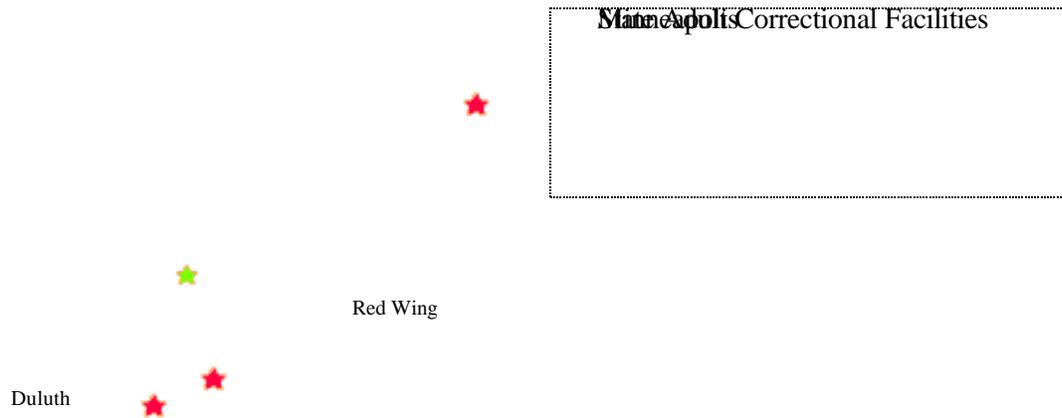
mental illness issues, are developmentally disabled, or are convicted of a sex offense. These populations tend to recidivate at a higher rate and are most likely to face daunting reentry issues (such as housing or employment) that lead to risk of re-offense. Minnesota's local statistics are comparable to those on the national level, which indicate that offenders most likely to fail upon reentry and recidivate are those who are younger, abuse chemicals, are mentally ill, and score high on objective risk assessment scales.

- More than half (63.2%) of arrestees in the Hennepin County Adult Detention Center (jail) tested positive for drugs, including half of violent offenders and 75 percent of drug offenders.
- It is estimated that in Minnesota, about 17 percent of inmates have a diagnosis of mental illness.
- Research on sex offenders released from incarceration in Minnesota has consistently shown that sex offenders who complete treatment are rearrested at lower rates than those who either refuse or fail sex offender treatment.

**2. Higher Risk:** Minnesota has recently adopted two validated risk tools to assist the case manager in determining risk level and programming needs.

- The LSI-R is based on the social learning theory of behavior and identifies ten domains that have been consistently tied to recidivism. Offenders who score a minimum of 24 out of a possible 47 points on the LSI-R and who meet the target population criteria will be accepted into the reentry project (See Figure 2 in Appendix C).
- Sex offenders also receive a score on the Minnesota Sex Offender Screening Tool (MnSOST-R). This instrument was validated and cross-validated on sex offenders released from Minnesota prisons. High scores are associated with higher rates of rearrest for sex offenses. The MnSOST-R is currently used to screen sex offenders for civil commitment referral and to assign community notification risk levels. Sex offenders with a MnSOST-R score of four or higher will be targeted for participation in this initiative.





It should be noted that a limited number (approximately 25-50) of youth between the ages of 16 and 18 who reside in facilities in Hennepin County and MCF-Red Wing are expected to meet the grant target criteria. Juvenile offenders who are released from a long-term correctional facility, who score high on the YLSI, and who are under extended juvenile jurisdiction will be eligible for the reentry grant services. With the combined juvenile and adult population described above, it is estimated that the total served on the grant program will be 225 released offenders over the course of three years.

Need further justification for sample sizes described at the end of the project narrative.

The Minnesota Partners are using the LSI-R assessment tool to determine which offenders in our system are eligible to participate in the project. All offenders with a score of 24 or higher meet the definition of serious/violent. With the additional criteria of being between 16 and 34, we have determined our overall participant population to be 500. Of this total we anticipate that 20% (100) will refuse participation. Of the remaining 400, 225 will be randomly selected to receive enhanced transition/release programming. The remainder will become a control group.

The control will receive our current institutional release services and be supervised by Hennepin County Community Corrections Agents. Referral services for this group will not include enhanced release services like have a community-based CRC assigned to assist with reentry, specialized employment assistance, assistance from faith-based community programs, more intense institutional programming and treatment.

Barriers to serving this population include:

The need for state and county collaboration.

The need for community-based agency collaboration.

The need to fully integrate faith-based agencies where they have not traditionally participated.

The lack of trust between community and system.

The solution to all of these barriers is the same. Time and open communication.

It is anticipated that there will be a small number of offenders released that will not be under any form of criminal justice supervision. It is our belief that these offenders will volunteer to receive our services and that because of the community involvement rather than system involvement and provision of additional services, that these few will want to continue involvement.

#### 4. Determine Organizational Capacity/Decision-Makers.

The Department has a long history of working with other state, county and community-based agencies. This includes the current partnership that provides transitional services at the Minnesota Correctional Facility in

Red Wing which includes the state DOC, Hennepin County Community Corrections and the TEA Unit, and over 15 community-based agencies that provide gender and culturally responsive programming. The DOC collaborates with the state DHS to develop mental health initiatives for offenders currently incarcerated. Additionally, the DOC partnered with the YWCA of St. Paul to develop a legislatively mandated first-time offender volunteer bootcamp which involved working with 5 community-based agencies that traditionally had not been able to partner. The program was successful and reduced the numbers of repeat offenders by 83%.

State Department Of Human Services signed memorandum of understanding (original copy on file with the Federal Grant manager Naydine Fulton Jones, as at September 30<sup>th</sup> 2002)

Signed Memorandum of Understanding – as above.

## 5. Design Each Phase of Initiative

### 5.1 Phase I: Institutionally Based Programs

**A. Assessment.** Female offenders are all received at the sole female prison in Shakopee, Minnesota. Male offenders committed to the Commissioner of Corrections are received at one intake facility, MCF-St. Cloud. Phase I begins with a complete initial assessment and programming recommendations for each offender including the LSI-R. The initial assessments are administered over a period of three weeks at which time offenders are transferred to an appropriate facility with the programming that corresponds to their identified treatment needs.

Upon arrival at the programming facility, each offender has a week of orientation to the facility's various program services and their first PRT (program review team) meeting. During an offender's incarceration, they have a minimum of three program review team meetings led by the offender's case manager, other case management staff and the offender. The first PRT meeting when the offender enters the facility is to review the offender's history, assessment results and programming opportunities and to incorporate the offender's commitment to the programming recommendation in preparation for a successful reentry upon release. Each offender has an annual PRT meeting in order to check and monitor progress in treatment and programming. The final PRT meeting will be 90 days prior to release. At the 90 day PRT meeting the reentry plan is formalized including housing, employment, aftercare needs, education, medical, restitution, and conditions for release.

The current assessments utilized are: *educational*, CASAS (Comprehensive Adult Assessment System), and verification of GED or high school diploma; *chemical dependency*, SASI (Substance Abuse Screening Inventory), and SUDDS (Substance Abuse Diagnostic Disorder Survey) administered to all offenders identified after taking the SASI; *sex offender*, identified but not clinically assessed until time of program acceptance, they are also screened using the MnSOST-R; *LSI-R*, a risk/needs assessment tool; *mental health*, offenders receive a screening by medical staff upon intake which is followed by a brief assessment by psychology staff several days later; and *medical/dental*, done during admission followed by a complete physical during intake. The state of Minnesota has some assessment deficiencies that need to be addressed. Specifically there is no testing for vocational interests and aptitudes and no assessments that point to addressing living status plans for future release. See Detail 2 in Appendix D for assessment enhancements.

**B. Treatment.** Designated offenders will be placed on a priority treatment track. Prioritizing services for the pilot project offenders will ensure that the highest risk, most challenged offenders gain primary treatment and support services before reentering.

To improve access to the offender by family, faith communities, community members, and service providers, offenders in this project will be transferred to an institution closest to these resources whenever possible. Transportation barriers are significant factors leading to reduced visitation and linkages to important relationships. By transferring the offenders to a facility close to these support people, relationships are more likely to be maintained upon release. In addition, the case manager will seek to establish therapeutic relationships with community service providers while the offender is in the correctional institution. In an effort to provide continuity in services, the service providers would ideally be the same as those the offender sees in the community. This would reduce the anxiety and discomfort of seeking new counselors when no previous relationship of trust has been established. Given the "second thoughts" and distractions that can result in failure to follow through on counseling appointments, this arrangement will improve the likelihood of keeping and maintaining a long-term relationship with the provider. In addition, emphasis will be placed on restorative program options to encourage awareness and action steps toward repairing victim and community harm. See Detail 3 in Appendix D for treatment and employment preparation enhancements.

**Employment preparation.** The DOC provides employment services including literacy and GED services, vocational training, and a number of apprenticeship training slots. In addition, Job Fairs are offered periodically and referrals made to a WorkForce Center are accessible within facilities. Prior to release, intensive focus will be placed on boosting job readiness of the offenders such as application preparation and interview skills. Lastly, once an offender is released and employed for a given period of time, booster sessions will be held to deal with concerns or difficulties that releasees face and to enhance their motivation, skills and abilities within the employment realm.

**5.2. Phase II: Community-based Transition.** Offenders are involved in all aspects of the plan and do share accountability for its successes with the transition team.

Reentry Authority. Incentives for participation are the additional services that are provided. All participants are also involved in community circles of support that include their family members, supervised release officer, community-based CRC and others that provide additional structure. All offenders are under the supervision of the community-based CRC.

The CRC and county supervised release will have a shared responsibility in this project. The CRC will have the lead on employment and service provision. The Supervised release agent will be responsible for sanctions. All decisions are made in a team process with all of the other members.

**Reentry Preparation (90 days prior to release)**

**A. Ninety- Day Preparation.** While reentry planning is to begin at the point of entry into the correctional institution; intense, community-specific planning should begin no later than ninety days prior to release. This plan should minimally include addressing the areas of: employment, housing, aftercare (substance abuse, mental health, and sex offender-specific), medical, life skills class, education, restorative justice involvement and community support. All eligible offenders will enter and complete a structured reentry curriculum that is gender and culturally responsive. The curriculum will address reentry and life skills. See Detail 4 in Appendix D for reentry preparation enhancements.

**Case Management Release Plan.** The institutional case manager will work with the offender, the offender's family (or significant family surrogates), the community reintegration coordinator (see next Phase description), the victim (when appropriate), and the probation officer to develop a case plan which addresses both the mandatory conditions of release and those case plan needs which are voluntary but designed to assist the offender toward successful reintegration. See Details 5 and 6 in Appendix D for case plan enhancements and sample case plan. The plan will be strength-based, realistic, restorative, and include timelines.

**5.3. Phase III: Community-Based Long-Term Support.**

Activities need to be further described especially as they relate to self-sufficiency planning.

A primary function of the Community based case management to be provided in this project, is the enriching of the community to which the offender will return. Typically, offenders return to communities of poverty, with all of the attendant fear, frustration and lack of opportunity, which helped form the original criminal behavior. In order for that community to sustain support of an offender seeking to re-enter, it will have to be equipped with greater resources than now exist. A major function of the Community Resource Developer will be to arrange connections to resources for that person who will form the support network that the re-entering offender will rely upon.

The CRD will attempt to provide job training and placement, appropriate social services and family development activities as well as to create networks among supportive persons in the program participant's world. This attention to the supportive community is intended to create a capacity to sustain the offender beyond the services offered in this project.

The inclusion of spiritual growth activities will be accomplished through partnerships with faith-based

organizations. In addition, organizations such as the greater Metropolitan Council of Churches will be involved in the oversight of program activities by virtue of inclusion on the project's advisory council.

Project emphasis on building the capacity of the ex-offender's community, to support his or her transition goals, is a critical element in our definition of success. It is Minnesota and Hennepin County's contention that the offender will normally be returning to a community that has few resources, and is struggling for survival. The return of the offender will often be viewed negatively by that community. Enriching the capacity of the potentially supportive community is a primary goal of the project. CRC's will be engaged, as will community-based organizations (CBO's), to provide resources directly to those persons who constitute the community of family, friends and associates of the returnee.

Hennepin County is exploring the application of a number of matching resources that will contribute to transition success. Primary among these resources are an entrepreneurial training and venture capital fund, the Minneapolis Empowerment Zone, and a County initiative aimed at assisting young African-American males to assume more productive roles in the local economy and community. There are dollars attached to these initiatives which will be applicable to re-entry project participants. The County is drawing these resources together in support of the ex-offenders.

Additional resources for sustainability are anticipated through seeking future legislative funding for the Program Director position, employment opportunities through minority business partners and use of the extensive faith community volunteer network.

### **Community-Based Services (transfer to community based supervision and support services)**

**Community Case Management Services.** Under the current structure of correctional community-based case management, the responsibility lies with the local probation officer. As indicated earlier, the average caseload of probation officers handling adult cases is 104 per agent. These caseloads are too high to handle the overwhelming and intense needs anticipated for these select offenders upon reentry. Rather than hiring more probation officers, this program model proposes using community-based agencies to provide these case management duties. The agencies will not be correctional in their orientation and can provide a fresh, non-justice system perspective. Case management services are expected be purchased through existing service providers in the aforementioned areas such as the Workforce Investment Board, community-based non-profit agencies, faith based agencies, restorative justice programs, etc.

To accomplish the case management duties, four Community Reentry Coordinators (CRC) will be hired to serve as "boundary spanners" in a pre and post-release capacity by facilitating the movement of offenders across and through traditional system boundaries. One of the four CRCs will specialize in the 16-19 year old and juvenile extended jurisdiction juvenile cases. Due to the intensity of services required, and the need for quick responses, caseloads will be limited to no more than 25 per CRC. The duties of the CRC will include the following:

- Facilitate the transition of offenders from incarceration to the community and monitor progress of offenders in the community.
- Provide assertive case management techniques.
- Jointly develop a strength-based reentry case plan in cooperation with the offender, the offender's family, community members or mentors, and the institutional case worker 90 days prior to release. This plan will be coordinated with the victim when appropriate, and the probation officer who will maintain traditional supervisory duties.
- Initiate and coordinate the community support response through community circles and/or mentors/guardians.
- Provide a 24- hour per day, intensive service plan for the first 72 hours upon release.
- Serve as the primary link to an electronic alert system to ensure that the key service providers are placed on client-specific list-serves.
- Collect necessary data privacy releases.
- Manage a flex fund to purchase needed offender services.
- Provide a strong focus on job preparedness, training skills and employment training within the community, and search out the appropriate local service agency for offender specific programming.

Approximately 90 days before release, the institutional caseworker will notify the Community Reentry Coordinator (CRC) of pending releases to their respective community to trigger a CRC initiated response. The CRC will participate in the PRT meeting to create a strength-based case plan.

Once the CRC is notified of a targeted offender nearing release by the caseworker, the CRC will review the case file of the offender and assess the release plan requirements as defined by the PRT, the most recent LSI-R results (administered 1-6 months before release), and the “checklist” of all services recommended to be completed by the offender while incarcerated. (See example of Oregon checklist (Detail 7) in Appendix D.) With this checklist and LSI-R results, the CRC will determine what programs and support services need to be accessed and corresponding referrals to be made. The CRC will also convene a community reintegration team when appropriate by contacting family, mentors and other supporters specific to that particular offender. See Detail 8 in Appendix D for community based services enhancements.

**First 72 Hours Upon Release.** In discussions with offenders about their experiences upon release, comments were made regarding how psychologically unprepared they were with their ability to manage their newfound freedom and lack of structure. Several people reported being confused, disoriented, anxious, and overwhelmed. In these circumstances, they felt compelled to return to what was comfortable, even when they knew it was not in their best interest, such as visiting fellow ex-gang members, using chemicals, or socializing in places where they previously engaged in anti-social behavior.

Their experiences indicate that the first 72 hours upon release are critical to long-term success. Intensive support and accountability during this time is essential to ensure offenders achieve stability and understand how to respond to problematic situations. The reentry pilot project staff, coordinated through the CRC, will ensure that the offender has each hour of the first 72 hours after release, carefully planned and monitored with easy access to assistance when needed.

C. **Informal Social Control.** No reentry project can be successful in the long term unless the community has an integral role in its implementation. Eventually, formal controls will be removed. The informal controls must have a foothold to carry on with the kind of relationships that drive social bonding by an offender to a pro-social community.

A Community Resource Developer (CRD) will provide assistance with the logistics involved in coordination and community capacity building, facilitating the linkages between community and offender, and participating in the local Community Council (described in detail in *Management, Organizational, and Information Management Capability* below). To the offender, the Community Resource Developer will serve primarily as a point of reference for accessing support services, especially those offered directly through community circles, faith based organizations, and mentorship. Together, these contacts will be used to implement community **Circles of Support** that will take place for the offenders both before they are released and on an ongoing basis. The Circles of Support are based on the principles of restorative justice. The circles will initially meet with the offender within the 90 days reentry preparation stage (preferred) or shortly after release. The individuals participating in the circle will vary depending on the specific needs of the offender, as determined together by the community resource developer and the offender. Family members, a mentor/guardian, a member from a specific faith community, a police officer, the victim (if they are willing and interested), victim advocates, an ex-offender and/or any other member as invited will gather to support the offender, raise awareness with the difficulties of reentry, and assist the CRC in providing services and social support. Circles of Support and Accountability are currently being successfully implemented in three counties in southern Minnesota. Building upon lessons learned through those pilot programs, the use of these informal community based methods of social control will be an integral part of the reentry initiative.

**Faith communities** in particular will be called upon to assist with this project component. Several national studies support the conclusion that religiously involved inmates have lower rates of recidivism than nonreligious inmates. Recidivism rates for faith-based initiatives have been shown to drop significantly in controlled studies by the Center for Social Research in Silver Spring, Maryland, and the

School of Criminal Justice of Rutgers University. Minnesota has a number of faith-based initiatives. For example, the Greater Minneapolis Council of Churches (GMCC) has served residents of Hennepin County's correctional facilities for 75 years.

In addition, the Greater Minneapolis Council of Churches has piloted a program for ex-offenders that shows promise and could be adapted to fit the *Young Offender Initiative Reentry Grant Program*. They have proposed faith-based participation that includes three components: 1) recruiting congregations, particularly African-American congregations, to partner with the GMCC in receiving ex-offenders reentering; 2) training, and 3) Discover Support Groups. Discover Support Groups unite congregations to operate weekly support circles for those seeking economic self-sufficiency by moving from welfare to work.

Minnesota's prisons hold a wide variety of faiths, all of which are respected and encouraged within each facility. There are various services provided which are specific to all faiths; for example, MOSAIC (Minnesota Offender Services to the American Indian Community), a support services agency that works with Minnesota's Native American inmates, provides sweat lodges for offenders who chose to participate.

**Police involvement** is an important component of both formal and informal social control. Local law enforcement has expressed interest in developing methods for greater cooperation with the other reentry grant partners. This role of law enforcement will be fulfilled through individual agreements on a case-by-case basis through local law enforcement agencies. With the help of the CRD, the CRC will identify specific law enforcement rules such as support, enhanced supervision or surveillance. At a minimum, the CRC will work with law enforcement agencies to provide location mapping and geographic information systems to identify "hot spots" for community organization and circles of support/accountability efforts, "hot book" reviews of releasees by police, probation and reentry staff, electronic network data sharing on offenders, participation in circles of support and accountability, assistance to offenders in reorienting back to their neighborhoods, and a linkage between the reentry program to existing police partnerships (see examples below). The police role is primarily one of establishing relationships with the offender and his/her family and providing support as the need dictates.

The CRC will determine when a law enforcement relationship is best suited to the releasee, what role that officer should establish, and then develop a case-specific agreement between the policy agency and reentry project staff. It is anticipated that police time will need to be purchased, which will be articulated in the written agreement. The law enforcement role will partly be shaped through the pre-release planning conference at which time the offender participates in the development of his/her community based needs. Whenever a local law enforcement role involving released offenders is already established (such as in areas that hold restorative conferences), that mechanism will be accessed first. For example, Minneapolis Police has a unit called S.A.F.E. (Streets Are For Everyone). This unit is comprised of paired sworn officer and civilian teams assigned to each of the fifty neighborhoods in Minneapolis. Their main function is to solve community livability issues within that given neighborhood. Together they host mediations, block clubs, and work to solve issues such as decreasing the number of drug houses, rental problems, and so forth. For purposes of this grant, the CRC and CO will also be in contact with SAFE when an offender from Minneapolis prepares for release. It is planned that the community members who participate in the SAFE initiative will also participate in the Circles of Support and Accountability that will take place for offenders prior to and after their release.

Minneapolis Police also has a Housing Unit that works closely with public housing complexes. The Housing Unit will be able to assist with housing and livability issues by informing the Reentry Coordinating Committee about pragmatic issues faced by the residents, discussing availability of housing, and network with landlords about the possibility of renting to offenders. In sum, when pre-existing law enforcement support services are not in place, the officer role will be determined through the CRC and the local police agency, and articulated and funded through a written agreement.

**D. Service Linkages.** An emphasis of service provision will be placed on employment, housing, skill development, education, and aftercare services in the areas of chemical health, mental health, and sex offender programming. Each of these is described in more detail below. The services are model programs that are effective but for which access by offenders are limited due to policy constraints, case management overload, lack of advocacy, or other reasons. The CRC will work with programs such as the ones listed to ensure that existing service linkages are fully realized.

**Employment.** Minnesota has a well-established and strong history of providing employment training and placement services to typically hard to serve populations and individuals with multiple employment barriers. There are numerous opportunities and ways in which offenders will be able to access employment and skills development services. These include activities conducted through the local Workforce Investment Boards (WIB's), Minnesota's system of Workforce Centers, and non-profit organizations that provide employment and supportive services either independently or in cooperation with the WIB's and Workforce Centers.

The Governor's Workforce Development Council (GWDC) serves as the state level Workforce Investment Board (WIB) under the Workforce Investment Act (WIA) of 1998. The purpose of WIA is "to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs" throughout the state. WIA provides the framework for a unique workforce preparation and employment system designed to meet both the needs of the businesses and the needs of job seekers. The function of the GWDC includes the development of Minnesota's *State Unified Plan*, a statewide one-stop delivery system for employment services, linkages to insure program coordination and non-duplication of services.

Minnesota has designated 18 local Workforce Service Areas (WSA) throughout the state. Policy development is guided in each WSA by the local WIB.

There are also a significant number of public and non-profit organizations that provide services in the Twin Cities that can be accessed to assist with the reentry of offenders. For example, the Minnesota Youthbuild program provides work experience and practical skills development for high-risk youth between the ages of 16 and 24. Participants work directly with professional trades people and instructors to rehabilitate housing for low-income families.

Minnesota Department of Economic Security has joined with other providers of employment and training services to create the Minnesota WorkForce Center System. Individual WorkForce Centers provide services underprovided by Job Service/Unemployment Insurance, local Job Training programs, State Services for the Blind, Veteran's Services, and Rehabilitation Services. In addition to these services, county human services and non-profit organizations may be co-located with the WorkForce Center in the same facility. These partnerships bring together state, county, and private non-profit employment and training related services under one roof, providing a seamless and comprehensive system to job seekers and employers.

There are numerous examples of these public/non-profit partnerships in the Hennepin County/Minneapolis area. HIRED, the Employment Action Center, the Wilder Foundation, Merrick and other agencies provide services of comprehensive assessment, employment assistance, soft skills development, resume' development, interviewing skills, and support services like housing assistance, transportation, child-care, and referral for adjunct treatments.

**Housing.** It is well known that offenders released from prison increasingly find that they cannot gain access to suitable housing due to negative public sentiment, already low levels of available housing, their elimination from certain publicly funded housing programs, and so on. The MN Department of Corrections has existing contracts with agencies to assist with housing related transitional services. For example, the EXCEL Program operated by Wilder Foundation provides housing education services in six correctional facilities as well as rental location services and follow-up contact with housing managers. Further, there are various programs available to offenders statewide, including the Emergency Shelter Grant Program, Family Homeless Prevention and Assistance Program, Transitional Housing Program, Supportive Housing, Affordable Rental Investment Fund, Battered Women's Program, PATH (Project for Assistance in Transition from Homelessness), and Crisis Housing Assistance Fund, to name a few. The Minnesota Public Housing Authority has a renter's education program used in conjunction with the Section 8 program aimed at hard-to-house individuals. Lastly, RHAM (Rental Housing Alliance of Minnesota) has a training certification program that includes topics such as housing search preparation, application process and fees, interviews and first impressions, telephone etiquette, security deposit, budgeting and spending styles, landlord/tenant rights and responsibilities, lifestyles, and giving a proper written notice. Further, both RS Eden and Resource Inc. in Minneapolis have supportive housing available for ex-offenders.

Despite the availability of these services, offenders are finding the barriers to adequate housing to be so difficult that many end up without living arrangements. Some sleep in cars, under bridges, at shelters, or are moving into homes with other offenders when they had vowed to start a new life with new friends. Clearly, a stable home in a pro-social environment is one of the pre-requisites to successful reentry.

**Skill development.** The area of skill development is a catchall category that describes life and cognitive skills such as anger management, conflict resolution, cognitive/behavioral programming, parenting, money management, problem solving, etc. In Minneapolis, RISE is an educational and vocational school that concentrates on individuals with multiple barriers, especially ones with a criminal history. Participants graduate with training in a specialized area, and are typically hired by the various local businesses that fund RISE.

**Education.** Offenders who have inadequate literacy skills or who do not have at least a GED are at a significant disadvantage when re-entering the job market. In addition, a disproportionate percent of offenders struggle with learning disabilities, behavioral disorders, and developmental disabilities. The reentry project services must include access to educational services in order for the offender to gain the resources needed for stabilization. Both Hennepin County and Minneapolis have literacy and English as a second language services as well as enhancement programs for non-traditional students for which an individual will receive educational credit. Some programs target offenders as their primary clientele. For example, My Homes, Inc. focuses on African American men and women released from incarceration and puts clients on an educational plan while simultaneously works to develop employment skills. Lastly, individuals who are between the ages 18 to 22 and who have received special education services in their school settings under the Individuals with Disabilities Education Act (IDEA) and Section 504 of the Rehabilitation Act are entitled to those services through age 22. This includes a wide range of academic, mental health and related services. The DOC plans to work with PACER Center, a parent training center to ensure that those rights and mandated services are being provided to those individuals who are eligible.

**Chemical abuse/dependency.** Minnesota is known for its investment in providing chemical abuse treatment, and consequently has a number of very successful and well-known treatment centers. Hazelden for example, is a state-of-the-art treatment center. Beyond the plethora of public and private treatment centers in all areas of our state, Minnesota also has several offender-targeted treatment centers. For example, some existing chemical dependency treatment centers in Hennepin County are RS Eden and Turning Point, halfway houses that have both in- and out-patient treatment services as well. Two other aftercare services focusing on chemical dependency are Resource, Inc. and West Metro Recovery Service. The focus of these service providers is mostly on ex-offenders. Resource Inc. provides a variety of mental health services.

**Mental health.** Offenders with a mental health diagnosis are often subjected to a negative stigma that further confounds the reentry process, thereby decreasing the chances of a successful reentry into their community. Further, offenders who need medication are released with a small supply for personal safety reasons and are sometimes unguided as to where to go in order to get a prescription filled or to continue with a provided mental health service. Many times, an offender must be placed on a waiting list for a government health services agency to see a professional in order to get a renewed prescription. This waiting list can sometimes be over a month long, therefore breaking the continuity of medication supplied to the offender. This can be alleviated by making sure these issues are taken care of before the offender is released, and making the proper connections for the offender with existing service providers.

DOC will partner with the Adult Mental Health Division of the Department of Human Services and Hennepin County social service departments to coordinate discharge planning and reentry services which facilitate the offender's timely access to mental health services, qualifying for health care funding, and maintenance of care in the community. The CRC will include mental health social workers and providers in the reentry planning process. Hennepin County has available outpatient, case management, day treatment, and other mental health supports through mental health centers and private providers. Examples are the Community University Health Care Center, Mental Health Resources and the Pilot City Mental Health.

In 2001, the Minnesota Legislature required the DOC and DHS to assist prisoners with mental illness in planning for discharge to the community including, as needed, assistance in arranging for housing, psychiatric appointments and medications. This effort will be coordinated with the reentry grant. The DOC will utilize current mental health social workers, institutional case managers, and supervising agents to assist the CRC with reentry planning for offenders with mental illnesses and to assure their access to mental health services.

**Sex offender programming.** Sex offenders require specialized services. In the Hennepin County area, Project Pathfinder is a non-profit agency that provides therapy dealing with offending cycles and sex offender behavior triggers. Alpha Human Services, Inc. provides cognitive behavioral therapy, with a focus on chemical and/or mental issues. Alpha received the MN Corrections Association 2001 President's Award that recognizes exemplary community corrections programs that serve to advance the knowledge, effectiveness and integrity of the system. The American Probation and Parole Association cited Alpha Human Services as a leader in the field of sex offender treatment that serves as a valuable resource in Minnesota – a trusted member of the community that has earned the confidence of the court, community corrections, educators,

other service providers and local citizens.

**E. Flex Fund.** As noted earlier, MN has a wide array of support services that released offenders can access. However, for a number of reasons, individuals under felony supervision face barriers to gaining timely access. Some programs have waiting lists. Some exclude felons from participation. Some require conditions that are unreasonable for an offender struggling to land on his/her feet to accomplish. Due to their risk to the public, being put on a waiting list is not an acceptable solution. The CRC will purchase support services as deemed appropriate through a flex fund. It is anticipated that most of the fund will be managed by the CRC on an individual need basis with the balance used to purchase exclusive service contracts. The funds, distributed monthly by the DOC as releases are made, can be used to purchase services on a per unit basis or through a sole service contract, depending on local needs and existing service gaps. Flexible funds will be designed to be portable and client-specific rather than categorical. One of the greatest concerns expressed by participants in the grant application process was that sufficient funds be available to purchase critical and emergency services that are not accessible under current practice. Some examples cited include emergency housing, damage deposit, housing advocacy, medication, aftercare programming, tools or clothing for employment, transportation, application fees, etc. Managing that fund in a fiscally responsible way will help retain the concept for future application. During the preparation stage of the grant, clear protocols will be established on how those funds would be used, answering questions such as: how to ensure existing service funding is accessed before use of flex fund, whether to cap funding per case, acceptable and unacceptable uses, etc.

**F. Electronic Alert Network.** The CRC will also serve as the initiator of the electronic alert system, ensuring that the right players are placed on client-specific list-serves and the proper data privacy releases are collected. This network will be web-based and will allow the CRC, mentor, probation officer, treatment and aftercare provider, employer, and any others access to up-to-date information about what is happening in the offender's life. The network will update any or all of the members of the offenders support circle to be informed about important changes when appropriate. This network will be password-protected and the CRC will be the gatekeeper of this information. See Detail 8 in Appendix D for community based service enhancements.

#### **G. Case Closure and Community Follow-up**

The case closure will include a voluntary case plan to be created by the offender and community members that have participated in his/her successful reentry. The CRC will ensure that the post-reentry plan is completed and that a forum for formal case closure of the reentry project is conducted. An effective case closure will include a plan for ongoing support, resource contacts, periodic check-ins with participants, and establishing community points of contact to maintain linkage of participant with CRC to track progress and outcomes.

**H. Assuring adherence to seven core reentry guidelines.** The intent of the jurisdictions and the DOC is to devise a creative, highly individualized, and effective response to seven core reentry guidelines: 1. Revocation policies, 2. Required, core inclusions to service array, 3. Victim input and involvement, 4. Cultural competencies, 5. Family involvement and access to services, 6. Community-centered approach, 7. Restorative, strength-based techniques (See Detail 1 in Appendix D). The DOC, as the oversight agency for the reentry grant will be providing the administrative oversight to ensure these principles are put in place prior to the distribution of funds (See Detail 1-A in Appendix D).



## 6. Organize Project Management

How will various services be coordinated?

Minnesota's Re-entry project relies on a variety of cooperative and coordinated efforts between levels of government and service delivery. The State/Local (Hennepin County) partnership will rely heavily on an effective working relationship between the Project Manager (state employee) and the County's Administrative Manager. These two individuals have worked together on projects for several years and are working together to implement the program. State level responsibilities focus largely on the following areas: 1) organizing the state institution response to the community based re-entry initiatives (i.e. opening doors within the State prison system; 2) providing training and technical assistance to the Community based personnel under contract to the County; and 3) be the primary point of contact with the federal partners. Hennepin County's major responsibilities are to: 1) solicit and select the community based case managers and service providers; 2) organize access to County social services; 3) organize access to the workforce development system; and 4) manage the delivery of services by community based organizations under contract.

The Reentry Director will be responsible for operational issues of the reentry grant that are identified during the planning phase such as procedures, forms, and instruments. The Director will submit all policies, procedures, forms and instruments that have application across systems to the necessary agencies for input. The Director will also convene a series of separate focus groups with both successful and unsuccessful ex-offenders, family members, victims, and community groups to ground this project in what works in the real world.

The project will further rely heavily on a relationship between the Program Manager and the community based case managers (community resource coordinators). These staff will not have a direct reporting relationship to the Program Manger but will need to take direction and guidance from the PM, and be able to ask for, and get, intervention with the Mn DOC when needed to support client objectives.

The intent is to work with offenders as early as possible in their incarceration, and raising the intensity of service 120 days prior to release. The service delivery in these phases is intended not only to ameliorate barriers to a successful transition, but also to create a relationship with the offender that will encourage active participation in transition activities after release.

## 7. Develop Project Budget.

**TOTAL BUDGET--DOC**  
**3-Year Budget**  
**July 1, 2002—June 30, 2005**

**PROGRAM NAME:** DOC – Going Home \_\_\_\_\_ -

**Line Item Expense**

L

**A  
Total  
Proposal Budget**

**B  
Amount  
Requested from DOC  
For this Grant**

Personnel

220,053

220,053

Fringe Benefits  
44,011

44,011

Contract Services  
100,000

100,000

Travel  
5,639

5,639

Training

Printing

Postage

Telephone  
2,045

2,045

Publicity/Advertising

Rent/Mortgage  
Utilities  
Insurance  
Maintenance/Repair  
Office Supplies  
Program Supplies  
Equipment  
3,000  
  
3,000  
Other (Specify)  
Indirect  
21,561  
  
21,561  
**TOTALS**  
**396,309**  
  
**396,309**

\*\*Explain other secured funding sources

**PERSONNEL BUDGET**  
**3-Year Budget**  
**July 1, 2002—June 30, 2005**

**PROGRAM NAME:** DOC – Going Home \_\_\_\_\_ -

Position/Title	*F.T.E. in this Program	DOC Funded Salary (do NOT include fringe benefits)
1 Project Director	1	\$220,053
Total		\$220,053

**\*F.T.E.** List the amount of staff time each position spends in this program. For example, if a full-time therapist works 40 percent time in this program and 60 percent time in another program, you would list only 40 percent. To figure the FTE, divide the total number of hours worked in a year for this program by 2080. For example, if an employee works 32 hours a week, multiply 32 hours x 52 weeks = 1664 hours, then divide by 2080 = .80 FTE.

**BUDGET NARRATIVE**  
**3-Year Budget**  
**July 1, 2002—June 30, 2005**

**PROGRAM NAME:** DOC – Going Home \_\_\_\_\_ -

Budget Detail Worksheet

**The following budget reflects a 36-month budget period.**

**A. Personnel Name/Position**

	<b>Computation</b>	<b>Cost</b>
1 Project Director		
	year 1 - \$73,351 x 100%	
	\$ 73,351	
	year 2 - \$73,351 x 100%	
	\$ 73,351	
	year 3 - \$73,351 x 100%	
	\$ 73,351	

Existing DOC staff will oversee the project, handle policy coordination and development, work with accounting staff and contractors of purchased services to ensure consistent and effective service, manage the evaluation contract and oversee committee decisions.

**TOTAL**            \$220,053

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**B. Fringe Benefits**

<i>Name/Position</i>	<i>Computation</i>	<i>Cost</i>
1 Position	\$220,050 x 20%	
	\$ 44,011	

Fringe benefits should be calculated at 20% of salaries and includes FICA, retirement, workers comp, unemployment comp and health insurance.

**TOTAL**                      \$ 44,011

**Total Personnel & Fringe Benefits**  
\$264,064

---

C. Travel

<b>Travel Purpose</b>	<b>Location</b>	<b>Item</b>	<b>Computation</b>	<b>Cost</b>
3 T/A meetings	Washington D.C.	air fare	1 person x \$800 x 3 mtgs.	\$ 2,400
		hotel	1 person x \$150 x 4 nights (x3)	\$ 1,800
		meals	1 person x \$35 x 5 days (x3)	\$ 525
Local travel	varies	mileage	2,504 mi. x \$0.365 x 1	\$ 914

One person will travel once a year to Washington D.C. Local travel is for reimbursement for PD. Travel estimates are based upon DOC formal written travel policy.

Mileage is for project staff and is calculated at approved IRS mileage rate.

**TOTAL**                      \$ 5,639

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D. Equipment

<b>Item</b>	<b>Computation</b>	<b>Cost</b>
Computers	1 x \$3,000 per computer	\$ 3,000

Computers will be used by Director to assess, supervise and track offenders.

The electronic network alert system will be developed to collect the necessary data for reporting requirements and national evaluation.

**TOTAL**                      \$3,000

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E. Contracts

<b>Item</b>	<b>Computation</b>	<b>Cost</b>
Research Evaluation Project	\$33,333 per year x 3 years	\$100,000

**TOTAL**                      \$100,000

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**G. Other Costs**

<b>Description</b>	<b>Computation</b>	<b>Cost</b>
Telephone	\$56.81 x 36 mo. X 1 person	\$2,045

Office space will be provided in existing state and /or county buildings. Telephone costs are for the reentry project director.

**TOTAL**      \$2,045

H. Indirect Costs

<b>Description</b>	<b>Computation</b>	<b>Cost</b>
Administration	\$371,744 x 5.8% = \$21,561	\$ 21,561

This is the MN DOC federal approved indirect cost rate approved by the US Dept. of Education.

**TOTAL**      \$ 21,561

**BUDGET GRAND TOTAL**      **\$396,309**

**TOTAL BUDGET—Hennepin County  
3-Year Budget  
July 1, 2002—June 30, 2005**

**PROGRAM NAME:** Hennepin County – Going Home .

**Line Item Expense**

L

<b>A Total Proposal Budget</b>	<b>B Amount Requested from DOC For this Grant</b>
Personnel	
495,890	495,890
Fringe Benefits	
99,178	
99,178	

Contract Services  
60,000

60,000

Travel  
7,742

7,742

Training

Printing  
1,800

1,800

Postage  
540

540

Telephone  
10,226

10,226

Publicity/Advertising

Rent/Mortgage

Utilities

Insurance

Maintenance/Repair

Office Supplies  
2,700

	2,700	
Program Supplies		
Equipment	60,000	
	60,000	
Other (Specify) Flex Fund		
Community Meetings		
CO Support Fund		
Indirect		
	717,630	717,630
	2,700	2,700
	100,000	100,000
	45,285	45,285

**TOTALS**  
**1,603,691**

**1,603,691**

\*\*Explain other secured funding sources

**PERSONNEL BUDGET**  
**3-Year Budget**  
**July 1, 2002—June 30, 2005**

**PROGRAM NAME:** Hennepin County – Going Home

Position/Title	*F.T.E. in this Program	DOC Funded Salary (do NOT include fringe benefits)
4 Community Reentry Coordinators	4	\$340,000
1 Community Organizer	1	\$100,000
1 Support Staff	1	\$ 55,890

Total

\$495,890

**\*F.T.E.** List the amount of staff time each position spends in this program. For example, if a full-time therapist works 40 percent time in this program and 60 percent time in another program, you would list only 40 percent. To figure the FTE, divide the total number of hours worked in a year for this program by 2080. For example, if an employee works 32 hours a week, multiply 32 hours x 52 weeks = 1664 hours, then divide by 2080 = .80 FTE.

**BUDGET NARRATIVE**  
**3-Year Budget**  
**July 1, 2002—June 30, 2005**

**PROGRAM NAME:** Hennepin County – Going Home \_\_\_\_\_.

Budget Detail Worksheet

**The following budget reflects a 36-month budget period.**

**A. Personnel Name/Position**

**Computation**

**Cost**

4 Community Reentry Coordinators

year 1 - \$40,000 x 50% x 1  
\$ 20,000

(CRCs)

year 2 - \$40,000 x 100% x 4  
\$160,000

year 3 - \$40,000 x 100% x 4  
\$160,000

1 Community Organizer (CO)

year 1 - \$40,000 x 50% x 1  
\$ 20,000

year 2 - \$40,000 x 100% x 1  
\$ 40,000

year 3 - \$40,000 x 100% x 1  
\$ 40,000

1 Support Staff

year 1 - \$22,356 x 50% x 1  
\$ 11,178

year 2 - \$22,356 x 100% x 1  
\$ 22,356

year 3 - \$22,356 x 100% x 1  
\$ 22,356

The CRCs will be responsible for providing services to the offenders in the program.

The CO will assist with logistics around community capacity building, facilitating, the linking of community and offender, and participate in the local coordination committees.

Support staff will provide project support to both the CRCs and CO.

**TOTAL**      \$495,890

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**B. Fringe Benefits**

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*Name/Position*

*Computation*

*Cost*

6 Positions

\$495,890 x 20%

\$ 99,178

Fringe benefits should be calculated at 20% of salaries and includes FICA, retirement, workers comp, unemployment comp and health insurance.

**TOTAL**      \$ 99,178

**Total Personnel & Fringe Benefits**

\$595,068

---

F. Travel

<b>Travel Purpose</b>	<b>Location</b>	<b>Item</b>	<b>Computation</b>	<b>Cost</b>
3 T/A meetings	Washington D.C.	air fare	1 person x \$800 x 3 mtgs.	\$ 2,400
		hotel	1 person x \$150 x 4 nights (x3)	\$ 1,800
		meals	1 person x \$35 x 5 days (x3)	\$ 525
Local travel	varies	mileage	1,653 mi. x \$0.365 x 5	\$ 3,017

One person will travel once a year to Washington D.C. Local travel is for reimbursement for PD, CRCs and CO. Travel estimates are based upon DOC formal written travel policy.

Mileage is for project staff and is calculated at approved IRS mileage rate.

**TOTAL**      \$ 7,742

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G. Equipment

<b>Item</b>	<b>Computation</b>	<b>Cost</b>
Computers	5 x \$3,000 per computer	\$ 15,000
Electric Network Alert		45,000

Computers will be used by CRCs, CO and support staff to assess, supervise and track offenders.

**TOTAL**      \$ 60,000

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H. Supplies

<i>Item</i>	<i>Computation</i>	<i>Cost</i>
Office supplies	\$75/mo. X 36 mo.	\$ 2,700
Postage	\$15/mo. X 36 mo.	\$ 540

Office supplies and postage are needed for general operation of the program.

**TOTAL**      \$ 3,240

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I. Contracts

<b>Item</b>	<b>Computation</b>	<b>Cost</b>
Law Enforcement	year 1 - \$10,000	\$10,000
	year 2 - \$25,000	\$25,000

year 3 - \$25,000

\$25,000

Transition class will provide reentry skills and motivational readiness programming to offenders preparing to leave the correctional institution.

Representative from law enforcement will take part in each pre-release conference and conduct random visits with offenders.

**TOTAL**      \$60,000

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**G. Other Costs**

<b>Description</b>	<b>Computation</b>	<b>Cost</b>
Telephone	\$56.81 x 36 mo. X 5 people	\$ 10,226
Printing/Reproduction	\$50/mo. X 36 mo.	\$ 1,800
Coord. Council/Comm.	18 mtgs. X \$150/mtg.	\$ 2,700
Flex Fund	1,350 mo. x \$500 of offender services	\$717,630
CO Support Fund	year 1 - \$25,000	\$ 25,000
	year 2 - \$37,500	\$ 37,500
	year 3 - \$37,500	\$ 37,500

Office space will be provided in existing state and /or county buildings. Telephone costs are for the community reentry coordinators, the community organizer and support staff. Printing costs are for project staff and council's/committee's printing and reproduction needs.

One Reentry Coordinating Council and the Reentry Steering Committee will meet regularly and will have room/food/mileage needs. A flex fund is provided to fund critical and emergency support services for released offenders.

Support fund will be used by the Community Organizer to purchase direct services from local community resources and all expenses related to community functions.

**TOTAL**      \$807,156

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I. Indirect Costs

<b>Description</b>	<b>Computation</b>	<b>Cost</b>
Administration	\$780,776 x 5.8% = \$45,285	\$ 45,285

This is the MN DOC federal approved indirect cost rate approved by the US Dept. of Education.

**TOTAL**      \$ 45,285

**BUDGET GRAND TOTAL**      **\$1,603,691**

**Serious and Violent Offenders Reentry Initiative (SVORI)  
State of Minnesota/Hennepin County Partnership**

**Total Project Costs**  
**September 2002**

<b>Budget Category</b>	<b>Labor</b>	<b><u>CSAT</u> <u>Treatment</u></b>	<b><u>SAMHSA</u> <u>Mental Health</u></b>	<b>OJJDP</b>	<b>CPO Adult</b>	<b>TOTAL</b>
PERSONAL	\$715,943					\$715,943
FRINGE	\$143,189					\$143,189
TRAVEL	\$5,639				\$7,742	\$13,381
EQUIPMENT					\$3,000	\$3,000
SUPPLIES	\$2,045				\$7,742	\$9,787
CONSULTANT CONTRACTS	\$100,000				\$60,000	\$160,000
OTHER	\$70,000	\$126,491	\$89,194	\$61,667	\$509,263	\$856,615
TOTAL DIRECT COSTS	\$37,882	\$10,256	\$7,232	\$5,000	\$37,715	\$98,085
INDIRECT COSTS						
<b>TOTAL PROJECT COSTS</b>	<b>\$1,074,698</b>	<b>\$136,747</b>	<b>\$96,426</b>	<b>\$66,667</b>	<b>\$625,462</b>	<b>\$2,000,000</b>

**Serious and Violent Offenders Reentry Initiative (SVORI)  
State of Minnesota/Hennepin County Partnership**

**Minnesota Department of Corrections**  
**September 2002**

<b>Budget Category</b>	<b>Labor</b>	<b><u>CSAT</u> <u>Treatment</u></b>	<b><u>SAMHSA</u> <u>Mental Health</u></b>	<b>OJJDP</b>	<b>CPO <u>Adult</u></b>	<b>TOTAL</b>
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PERSONAL	\$220,053		<b>\$220,053</b>
FRINGE	\$44,011		<b>\$44,011</b>
TRAVEL	\$5,639		<b>\$5,639</b>
EQUIPMENT		\$3,000	<b>\$3,000</b>
SUPPLIES	\$2,045		<b>\$2,045</b>
CONSULTANT CONTRACTS	\$100,000		<b>\$100,000</b>
OTHER TOTAL DIRECT COSTS INDIRECT COSTS	\$21,561		<b>\$21,561</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$393,309</b>	<b>\$3,000</b>	<b>\$396,309</b>

## Serious and Violent Youthful Offenders Reentry Project Budget

Hennepin County

**September 2002**

<b>Budget Category Actual</b>	<b>Labor</b>	<b><u>CSAT Treatment</u></b>	<b><u>SAMHSA Mental Health</u></b>	<b>OJJDP</b>	<b>CPO Adult</b>	<b>TOTAL</b>
PERSONAL	\$495,890					<b>\$495,890</b>
FRINGE	\$99,178					<b>\$99,178</b>
TRAVEL					\$7,742	<b>\$7,742</b>
EQUIPMENT						
SUPPLIES					\$7,742	<b>\$7,742</b>
CONSULTANT CONTRACTS					\$60,000	<b>\$60,000</b>
OTHER TOTAL DIRECT COSTS	\$70,000	\$126,491	\$89,194	\$61,667	\$509,263	<b>\$856,615</b>
INDIRECT COSTS	\$16,321	\$10,256	\$7,232	\$5,000	\$37,715	<b>\$76,524</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$681,389</b>	<b>\$136,747</b>	<b>\$96,426</b>	<b>\$66,667</b>	<b>\$622,642</b>	<b>\$1,603,691</b>

Project does not have concrete sustainability plans.

It is the intent of this project to generate sustainability for its best practices through the following mechanisms:

Effective practices will be made part of the Minnesota DOC process of releasing offenders. Currently, the MN DOC utilizes a network of case managers and transition specialists within prison facilities. This project will examine the most effective means of aligning the in-prison processes with community based support, beginning as early in an offenders incarceration as possible. It is believed that a result of this project will be that the Court system will advocate for seamless transition planning and activity beginning at sentencing. By changing the focus of incarceration to intensive activity aimed at preparation for release, this project intends that its activities will be sustained as a regular function of corrections in Minnesota.

This intent is also aimed at community corrections (i.e. parole/probation). The practices developed in this project are intended to be made a regular part of the community corrections toolbox and thus budgeted for on an annual basis. Engaging probation and parole officers in the transition process, will give them familiarity with the helping systems (i.e. employment and training, education, social services, spiritual growth and guidance) and will create partnerships which do not currently exist. These conduits between corrections and the helping systems will be sustained as effective re-entry tools in annual program budgets.

Additional resources for sustainability are anticipated through seeking future legislative funding for the Program Director position, employment opportunities through minority business partners and use of the extensive faith community volunteer network.

### *Narrative Attachments*

#### **Cross System Protocols**

Each stakeholder in the reentry project has specific day-to-day duties and responsibilities. Some have direct service responsibilities while others will provide more of a policy coordination and oversight role. Clarity around roles and understanding on how each entity contributes to the anticipated outcomes is critical to the initiative. Below is a description of roles or protocols that spell out the expectations for each agency named as collaborative partners in this grant project.

With the exception of the Minnesota Department of Corrections (DOC) the following agencies are *local* (county operated or community based). DOC is included in the list of local providers due to its provision of direct service as a state agency in this project. All of the other *state* agencies that comprise the Reentry Steering Committee will serve the same roles and responsibilities: that of policy development, addressing policy and resource barriers to offenders gaining access to needed services, and oversight of the grant project. Issues relating to these roles will be brought forth by the staff and agencies responsible for direct services through the local Reentry Community Council. Local service providers will be represented on the Community Council. Their specific roles are as follows:

**Department of Corrections:** The DOC has a wide range of responsibilities that can be listed in two categories: 1) direct service or policy development; 2) grant management. Under *direct service/policy development*, the DOC will be responsible to ensure that offenders complete the transition preparation coursework while still incarcerated. Referrals to the project will be managed through the prison intake and case management processes. Offenders will be given first priority for programming under this grant project. Effort will be made to ensure that community service providers begin the provision of services while inmates are still incarcerated and that offenders are located in the facility closest to the area of release, whenever possible. Policy will be reviewed to ensure that community teams are allowed access to the inmate for pre-release conferencing as a preparation stage to transitional case plan development. As the *grant manager*, the DOC will receive and distribute funds and serve as the initial contact for the federal government. At the point that Hennepin County addresses in writing how the seven principles and the flex fund will be implemented in adherence to the grant description as determined by the DOC, funds will be freed up to hire staff and begin accessing the flex account. In addition, the DOC will be responsible for project evaluation, development of the electronic alert system, and to issue the request for information (in conjunction with Hennepin County). Although the development of outcomes and methods of data collection are to be determined by the DOC, Hennepin County will partner in this effort and will ultimately be responsible for the day-to-day collection and transfer of that data to DOC. Finally, it should be noted that the Reentry Director will be responsible to convene the local Reentry Community Council and to staff the Reentry Steering Committee.

**Hennepin County Department of Training and Employment:** The Department of Training and Employment will be responsible for ensuring that needed services are put in place on a case-by-case basis. The County has indicated its intent to contract the case management and support service function to the community. Core to this effort will be the four CRC's and the CRD who will be responsible for implementing the grant expectations at the direct service level. As such, Hennepin County will need to develop specific expectations around a large number of issues such as how to access the flex fund, which services to subcontract for, organizing the day-to-day use of the electronic alert system so that all players have quick, accurate means of communicating, entering into individual written agreements with law enforcement for services, accessing existing community vehicles for offender support and creating a ready pool of community support groups and mentors, coordinating the pre-release conference ninety days before release, acquiring the necessary releases of information. The bottom line is that Hennepin County Department of Training and Employment will be responsible for the day-to-day operations of the services provided to offenders in accordance with the grant outline.

**Victim agency:** The local county victim agency that works closest with Hennepin County Community Corrections will be asked to assist with the project. Given the nature of the project releases' past crimes and the likely encounters an offender will have with past victims or potential future victims, having the daily advise of a victim agency is critical. The CRC's will need to access knowledgeable and sensitive victim service staff to assist them in determining the best course of action when situations arise. The victim agency will be asked to be available for consultation and possible direct service when appropriate.

**Faith Communities:** An emphasis will be placed on involving faith communities. It is expected that this will be carried out through the contracting process and access of existing services through the community organizer. It is possible, but not yet determined, that they will be asked to serve the community resource development role for the project.

**Community organizations:** In addition to the faith communities, numerous community organizations will be brought into the project either through contracted services or on an individual case basis. Many existing organizations are delivering unique services such as restorative justice, victim assistance, family support, mentoring, assisting people of color, and so on. The request for information (RFI) process will solicit these unique ideas and service contributions will be accessed through the contracting process during the preparation stage as needs dictate.

**Support services:** Offenders may have unique needs in the area of:

- Housing
- Employment (WIB)
- Education
- Human Services (Chemical and Mental Health)

Local service providers in these areas will be asked to give access to existing services for this offender population. The services can take many forms. At a minimum, the agencies' role will be to provide services when offenders are deemed eligible and, when access is denied for some reason, to determine solutions to overcome these barriers. When policy or other obstacles prevent access, the issue will be forwarded to the local Community Coordinating Committee and then to the Reentry Steering Board for resolution.

**Law Enforcement:** The role of local police will be determined on a case-by-case basis. Ideally, law enforcement will participate in the pre-release conferences, post-release procedures with the community, and in various functions on an on-going basis as determined by the case planning process. Because the role of police is likely to vary greatly (from that of community support, assisting in offender accountable to assisting with surveillance), an individual contract for services will be developed for each case through the CRC whenever payment for officer time is expected. In non-payment cases, the police officer may already be involved in a community-based project and accessing his/her services is a natural extension of existing duties.

**Criminal justice partners:** In addition to the direct service providers, local criminal justice stakeholders will be asked to assist on an "as needed" basis. These partners include representatives from the office of:

- Courts
- Prosecution
- Public Defender

There is no ongoing direct service role envisioned for these stakeholders. However, it is anticipated that many difficult case management choices will need to be made due to the volatile nature of the reentry grant offender population (i.e., highest risk) and type of public safety considerations that have to be made. Having these offices fully informed of the project and being able to access their expertise for troubleshooting will be key to the project's long-term success.

## Detail 2

### Phase I: Institutional Programming: Assessment

Existing services

Proposed enhanced services



**Detail 4**

**Phase II: Reentry preparation: ninety days**  
**Proposed enhanced services**

**Existing services**

Pre-release classes are conducted for some offenders. Participants prepare portfolios of training, treatment and work skills.  
Final offender program review team (PRT) meeting at 60 days to release.

Transition fairs of community resources are offered.

**Workforce job registration.**

Acquire official identification and social security cards.

Make offenders eligible for employer bonding insurance and qualify for employer tax credit.  
Issue prescriptions and temporary supply of medications.

Registration for Minnesota Health Care.

Ensure class taken by each offender in project.

Change final PRT meeting to 90 days from release and introduce CRC to team to assist with developing reentry plan as early and as often as possible.

Offer fairs more frequently, and coordinate the schedule so that the initial community meeting with the offender takes place the same day as the transition fair.

Automatically sign up project participants within thirty days of release.

At intake PRT, make sure offenders complete application for ID materials.

Automatically process eligible project participants.

Same, but make sure CRC helps offender follow through with appointment and monitoring of medication.

Same.

## Detail 5

Phase II: Reentry preparation: Case release plan

### Existing services

LSI administered 6 months prior to release.

90 days prior to release, meet with offender, determine residence (i.e., family, friend, halfway house); approve plan

Probation officer investigates release plan

Probation officer recommends special conditions

Locate housing if none available

Not applicable

Depends on agent and circumstances

### Proposed enhanced services

Same but on all offenders.

Same, but include communities of support, mentors, CRC, etc.

Same but complete a case plan using strength based and restorative approach

PO and CRC will identify voluntary support services in the areas of housing, employment, aftercare, education, life skills, and community support

Purchase housing advocacy if necessary

Initiate community and police reintegration panel visits and/or match mentors; visit while in custody

Involve family and victim input in all cases

**Detail 6**

**DRAFT REENTRY CASE PLAN**

**Name:**

**File #:**

**DOB:**

**Date of Plan:**

**LSI-R Summary:**

Prior and Current Offenses	Education/ Employment	Financial	Family/ Marital	Accom- modation	Leisure/ Recreation	Companions	Alcohol/ Drug Problems	<b>Attitudes orientation</b>	<u>Overall Scores</u>
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**Scores**

**Low**

**Moderate**

**High**

Risk/Needs Level:     Low (0-13)     Low/Moderate (14-23)     Moderate (24-33)     Medium/High (34-40)     High (41-47)

**Identified Strengths/Assets/Supports:**

- |    |     |
|----|-----|
| 1. | 6.  |
| 2. | 7.  |
| 3. | 8.  |
| 4. | 9.  |
| 5. | 10. |

**Reentry Case Plan (must include the areas below). List issues under each.**

1. Plan for first 72 hours:
  
2. Restoration of harm:
  
3. Residence/Housing:
  
4. Aftercare (chemical health, mental health, sex offender issues):
  
5. Employment/Education
  
6. Community/Guardian involvement:
  
7. Other:

Goals **Goals related to repairing the harm caused to my victims and my community:**  
Means of Achievement/By When

Goals **Goals related to competency development:**  
Means of Achievement/By When

Goals **Goals related to community safety and accountability:**  
Means of Achievement/By When

### Detail 7

Phase III: Community-based services; Case Management  
**Proposed enhanced services**

**Existing services**

Meet agent for first time in first 24 hours and review supervised release agreement

Agent will have already met with offender in custody and CRC; CRC and PO will implement intensive 72 hour supervision and support plan

Review LSI-R risk assessment

Same and also case plan

High caseload averages per agent

CRC caseload capped at 25

Probation-police partnering (communication)

Initiate community circle of support; utilize mapping devices to identify hot spots; engage police role

N/A

Set up inter-agency communication through electronic alert system; collect necessary data privacy releases

N/A

Access flex funds as needed

### Detail 8

Phase III: Community-based services:

informal social control, service linkages, flex fund, community-based services

**Existing services**

Wide array of support services available at community level but access often denied due to policy, stigma, funding, etc.

**Proposed enhanced services**

Aggressive case management, low caseloads, and flex fund will help offender gain access to all support service arenas.

Sentencing circles available in limited number of jurisdictions.

Support circles will be developed in hot spots and other areas through community resource developer.

Police role primarily around surveillance issues.

Sporadic involvement of communities of faith and mentors.

Service access barriers discussed at individual, case by case level

Police role expanded to supportive, service orientation (Minneapolis).

Concerted effort planned so all offenders in project will have mentor or circle.

Policy issues forwarded to Steering Committee for broad-based solutions.