

Comprehensive Plan Fiscal Year 2024 – 2025, Two-Year Update

Hennepin County Department of Community
Corrections and Rehabilitation

Administration and Organization of Correctional Services

Size and geographic location

Located in the southeastern-central part of the state, Hennepin County is comprised of 607 square miles. With 1.3 million residents, Hennepin County is the state's most populous county.

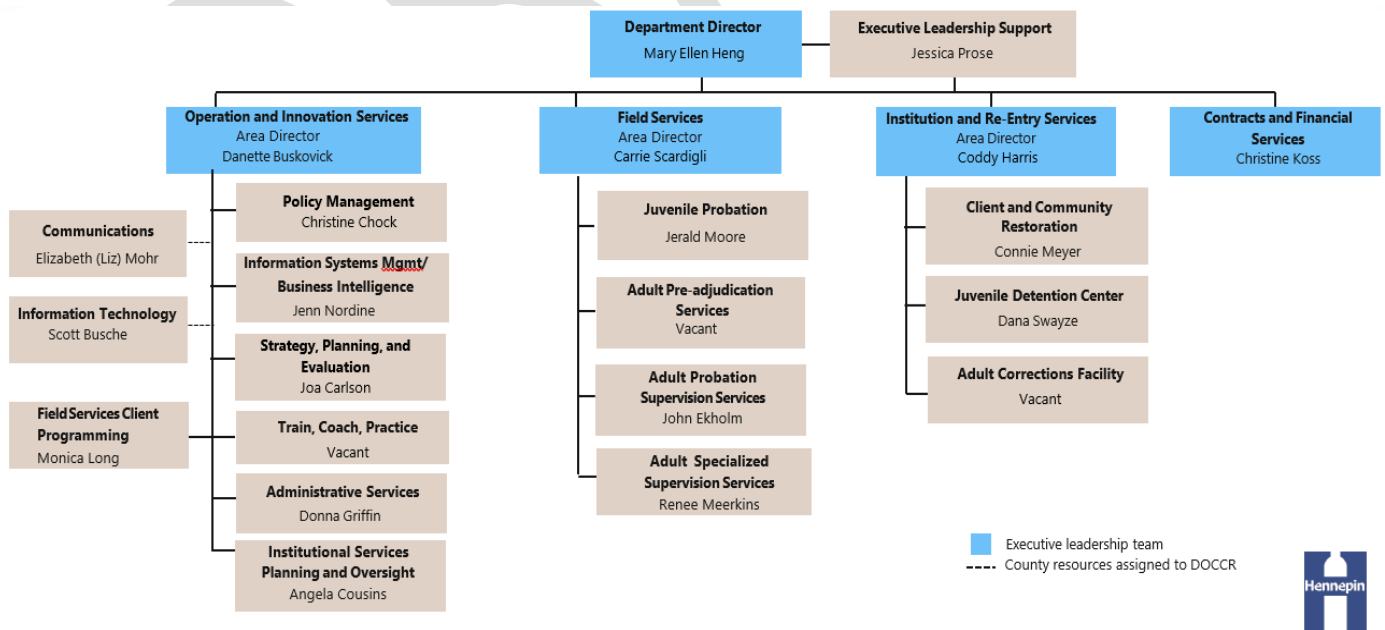
Delivery system Type

The Hennepin County Department of Community Corrections and Rehabilitation (DOCCR) has operated as a Community Corrections Act (CCA) county since 1978.

Vision and Mission

The Mission of DOCCR is to enhance community safety, promote community restoration, and reduce the risk of re-offense. Our vision is to be an equity-focused, client-centered, and employee-driven department.

Organizational Chart



Advisory Board Members

Hennepin County designated the Criminal Justice Coordinating Committee (CJCC) to fulfill the statutorily required duties of the Corrections Advisory Board (CAB). In December 2024, the CJCC's bylaws were formally amended to establish the CAB as a standing subcommittee. Pursuant to Article VIII, Section 3 of the CJCC bylaws, the CAB shall be composed of the following CJCC members:

- One Hennepin County Commissioner;
- Presiding Judge of the Fourth Judicial District's Criminal Court;
- Presiding Judge of the Fourth Judicial District's Juvenile Court;
- Chief Public Defender of the Fourth Judicial District;
- One Hennepin County mayor;
- One member of Law Enforcement;
- Hennepin County Attorney;
- Hennepin County Director of Community Corrections and Rehabilitation;
- Hennepin County Director of Behavioral Health;
- Assistant Hennepin County Administrator for Law, Safety & Justice.

In addition, the CJCC bylaws provide that the following individuals shall be appointed as members of the CAB:

- Director of Hennepin County Education Support Services;
- One member of Hennepin County's Racial Equity Advisory council (REAC), as selected by the REAC chair;
- One City Prosecutor.

In March 2026, the Hennepin County Board appointed the following CAB members:

NAME	TITLE
Kevin Anderson	Hennepin County Commissioner
Hilary Caligiuri	Presiding Judge, Criminal Court
Todd Fellman	Presiding Judge, Juvenile Court
Mike Berger	Chief Public Defender
Julie Maas-Kusske	Mayor, Maple Plain
Joseph Dotseth	Chief, Metro Transit Police Department

NAME	TITLE
Mary Moriarty	Hennepin County Attorney
Mary Ellen Heng	Director, Department of Community Corrections and Rehabilitation
Leah Kaiser	Director, Behavioral Health
Chela Guzmán-Wiegert	Assistant County Administrator, Law, Safety & Justice
Christa Mims	Director, Education Support Services
Michiah Van Syckel	Race Equity Advisory Council Member
David Bernstein	Minneapolis City Prosecutor

Agency Training Requirements

DOCCR's Train, Coach, Practice (TCP) unit provides a comprehensive array of training to ensure staff have the skills required for their roles. Training requirements vary based on federal, state, county, and departmental mandates. TCP ensures that all mandatory courses are available and that required training is completed annually.

New employees participate in the New Employee Academy, which introduces staff to the department and provides foundational training on racial equity, corrections ethics, safety, and the Prison Rape Elimination Act. Depending on their position, staff may also receive training in first aid/CPR, OC spray, defensive tactics, restrictive procedures, and self-defense.

To meet new statewide policy requirements, supervising probation officers and supervisors must now complete a minimum of 16 hours of evidence-based practices (EBP) training annually. Field staff are assessed for proficiency through coaching and tape reviews and have access to approximately 30 refresher courses designed to deepen their application of EBP with clients. New employees are required to complete core EBP training—including motivational interviewing, validated assessments, case planning, core correctional practices, and cognitive-behavioral interventions—within one year of hire. Additional training supports supervisors in coaching staff on evidence-based practices. Annual diversity training is also required.

Each DOCCR employee receives an annual training plan outlining their required courses for the year. Training completions are tracked in Hennepin County's human resources management system to support reporting and compliance. Completion of required training is also incorporated into employees' annual performance evaluations.

Strategic Planning

Since 2021, DOCCR has used the Plan-Do-Check-Act framework to guide strategic planning and track progress. The 2022–2026 strategic plan centers on four priority areas aligned with the department’s mission and vision.

Priority 1: Reduce racial disparities in client outcomes by increasing successful completion of supervision and re-entry to community

- Strategy A: Integrate a public health approach when addressing substance use and addiction among clients
 - Completed Actions:
 - Solidified and improved DOCCR substance use case management and drug testing reform
 - Solidified and improved Juvenile Detention Center response to substance use disorder among youth admitted to the facility
- Strategy B: Improve supervision and re-entry service delivery models centered on safety and stability
 - Completed Actions:
 - Implemented Intensive Supervised Release model to include supervisor coaching, phased supervision levels, and case planning
 - Expanded and fully integrated voluntary juvenile pre-trial services
- Strategy C: Position Client and Community Restoration to be the employment and workforce readiness hub for DOCCR clients

Priority 2: Reduce the impact of violence through culturally competent, trauma-informed service delivery and fair, effective accountability practices

- Strategy A: Strengthen community partnerships to interrupt cycles of criminal justice involvement
 - Completed Actions:
 - Fully implemented the child-friendly visitation grant at the Adult Corrections Facility
 - Finalized development of adult service array through centralized management in Field Service Client Programming
- Strategy B: Engage in early interventions with pretrial populations to reduce risk
 - Completed Actions:

- Created and implemented a risk-based conditional supervision model in Adult Pre-Adjudication Services
- Strategy C: Develop Practices that increase the department's success with violence mitigation and prevention
 - Completed Actions:
 - Fully implemented safety-based separation in the Juvenile Detention Center
 - Developed practices that increase the department's success with juvenile violence mitigation and prevention. These include revised contact standards, case consultation, better aligned services, and deeper client engagement.

Priority 3: Reduce disparities in our workforce by insisting on equitable opportunities for staff to grow and develop in an environment free from bias and discrimination

- Strategy A: Support DOCCR staff through effective human resource management and workforce development
- Strategy B: Ensure supervisors/managers have the skills, training, and tools to successfully support employee success
- Strategy C: Improve equitable access to tailored training and professional development opportunities

Priority 4: Ensure processes, structure, and resources are aligned to support efficient, effective internal operations

- Strategy A: Leverage appropriate information technology solutions for efficient case management and to support success
 - Completed actions:
 - Implemented Guardian RFID well-being checks at the Adult Corrections Facility to efficiently and accurately document resident location and increase ability to respond to resident needs and care
 - Transitioned the adult field divisions to web-based CSTS, the statewide community supervision client management system
- Strategy B: Mitigate risk through effective compliance, policy, procedures, and data management
- Strategy C: Ensure an effective approach to timely communication
- Strategy D: Develop a critical results management system
- Strategy E: Align capital improvement requests to strategic priorities

DOCCR faces significant capacity and workforce issues, including staff shortages and significant turnover of staff in our facilities. The department is also seeing higher caseloads – especially

among medium- and high-risk clients. These challenges, paired with the upcoming statewide policy requirements, have contributed to increased staff fatigue and burnout. Budget constraints have also required DOCCR leadership to review services and programming as well as staffing structures, to increase efficiency, ensure we are providing all mandated services, and support staff well-being.

Correctional Fees

From 2024 to 2026, DOCCR's only fee was associated with the DWI One Day (DWIP) interventions. In 2024, the department imposed \$275,535 in DWIP fees and collected \$232,867. While most of the money collected in 2024 was related to fees imposed that year, the amount collected does include residual unpaid fees from prior years.

The DWIP fee was eliminated in 2026. With its elimination, DOCCR no longer assesses any supervision fees and is prepared for the statewide sunset of supervision fees in 2029.

Proposals for New Services

Women involved in the justice system often face trauma histories, caregiving demands, housing instability, and economic stressors. In 2025, DOCCR partnered with the National Institute of Corrections and the Center for Public Policy to implement the Agency Evaluation Tool for Women on Supervision (AETWS). The comprehensive evaluation identified strong staff commitment but also structural barriers to providing trauma-informed and gender-responsive services. Fewer than four in ten staff reported feeling prepared to apply these strategies consistently.

DOCCR is considering the short and long term proposed recommendations developed because of this evaluation. Short-term proposals (1–3 years) include expanding gender-specific caseload capacity, developing a community of practice, strengthening gender-responsive training, improving intervention utilization, and building dedicated community resources. These proposals rely on existing staffing and would not require additional financial resources. DOCCR's Business Intelligence Team would design evaluation methodologies to support ongoing outcomes assessment.

Long-term proposals (3–5 years) involve expanding wraparound partnerships, exploring adoption of the Women's Risk Needs Assessment (WRNA), and developing a comprehensive gender-responsive framework rooted in best practices. Comprehensive financial analysis and implementation planning would follow approval.

Budget

The following table depicts DOCCR's fiscal year 2027 state subsidy allocation.

Description	State Subsidy
Salary and Fringe	
Administration (e.g., Director, Managers, Clerical)	\$0
Non-Administration (e.g., Agents, Case Aides, Case Managers)	\$24,041,020
Total Salary and Fringe	\$24,041,020
Non-Salary Expenses/Current Expenses (e.g., travel, training, services, contracts, and supplies)	\$0
Total Budgeted Expenses	\$24,041,020

Salary Roster

The table below describes DOCCR employee job classifications, number of full time equivalent positions and average salary for each classification.

Job Classification	Number of FTEs	Average Salary
Accountant, Senior	4.0	100,300
Admin Manager	2.0	131,859
Admin Assistant, Principle	19.0	124,095
Admin Assistant, Senior	36.0	104,883
Admin Assistant, Intermediate	12.0	82,188
Admin Assistant	9.0	75,056
Case Management Assistant	30.0	62,224
Contract Services Analyst, Senior	1.0	111,224
Correctional Area Director	3.0	190,401
Correctional Division Manager	12.0	169,904
Correctional Program Manager	18.0	141,490

Job Classification	Number of FTEs	Average Salary
Correctional Unit Supervisor	50.0	115,256
Director	1.0	221,585
Department Administrator, Senior	1.0	171,853
Facilities Maintenance Ops Mechanic	2.0	67,021
IT Engineer, Senior	1.0	151,376
Information Technology Development II	2.0	107,698
Lab Assistant	7.0	56,469
Legal Services Specialist	4.0	103,083
Medical Lab Technician	2.0	62,101
Office Specialist III	30.1	60,013
Planning Analyst	2.0	75,959
Planning Analyst, Principal	17.0	103,611
Planning Analyst, Senior	3.0	76,861
Probation/Parole Officer	55.0	79,790
Probation/Parole Officer, Career	216.0	108,605
Probation/Parole Officer, Senior	68.0	88,447
Office Specialist, Principle	10.5	68,131
Stock Clerk, Principle	2.0	58,706
Sentencing To Service Crew leader	20.0	68,437
Driver	1.7	54,204

Job Classification	Number of FTEs	Average Salary
APEX HR Transaction Specialist	2.0	63,584
Corrections Institutional Supervisor	9.0	120,770
Corrections Supervisor	30.0	94,936
Correctional Officer, Juvenile	79.2	76,500
Food Service Worker	2.6	52,585
Food & Laundry Manager	1.0	80,299
Laundry Services Operator	1.0	55,324
Correctional Officer	93.4	83,132
Correctional Officer, Senior	17.0	89,867
Public Safety Records Clerk	4.5	65,565
Accountant	1.0	84,202
Adult Education Instructor	2.8	86,979
Sentencing To Service Carpenter	5.0	57,242