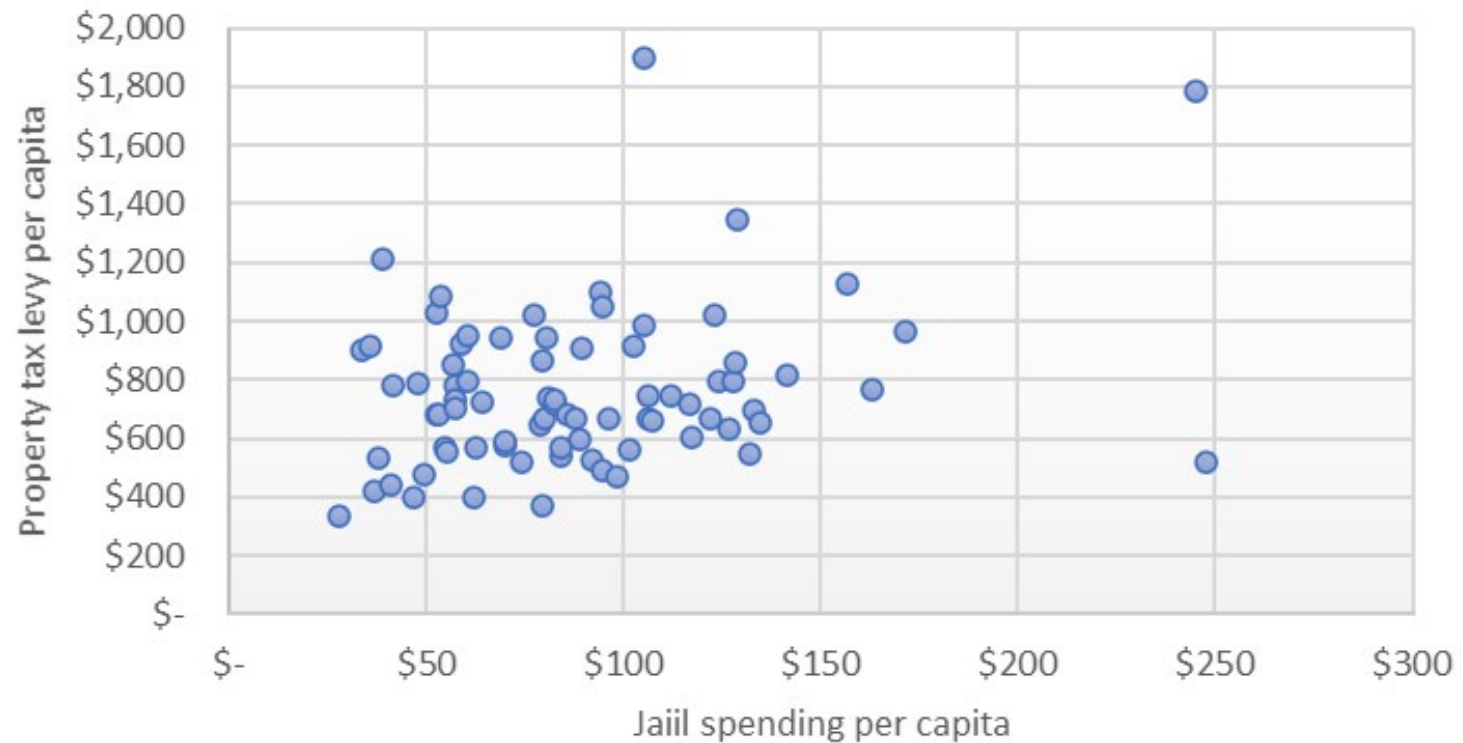


MACA/MCHRNA 10.7.21

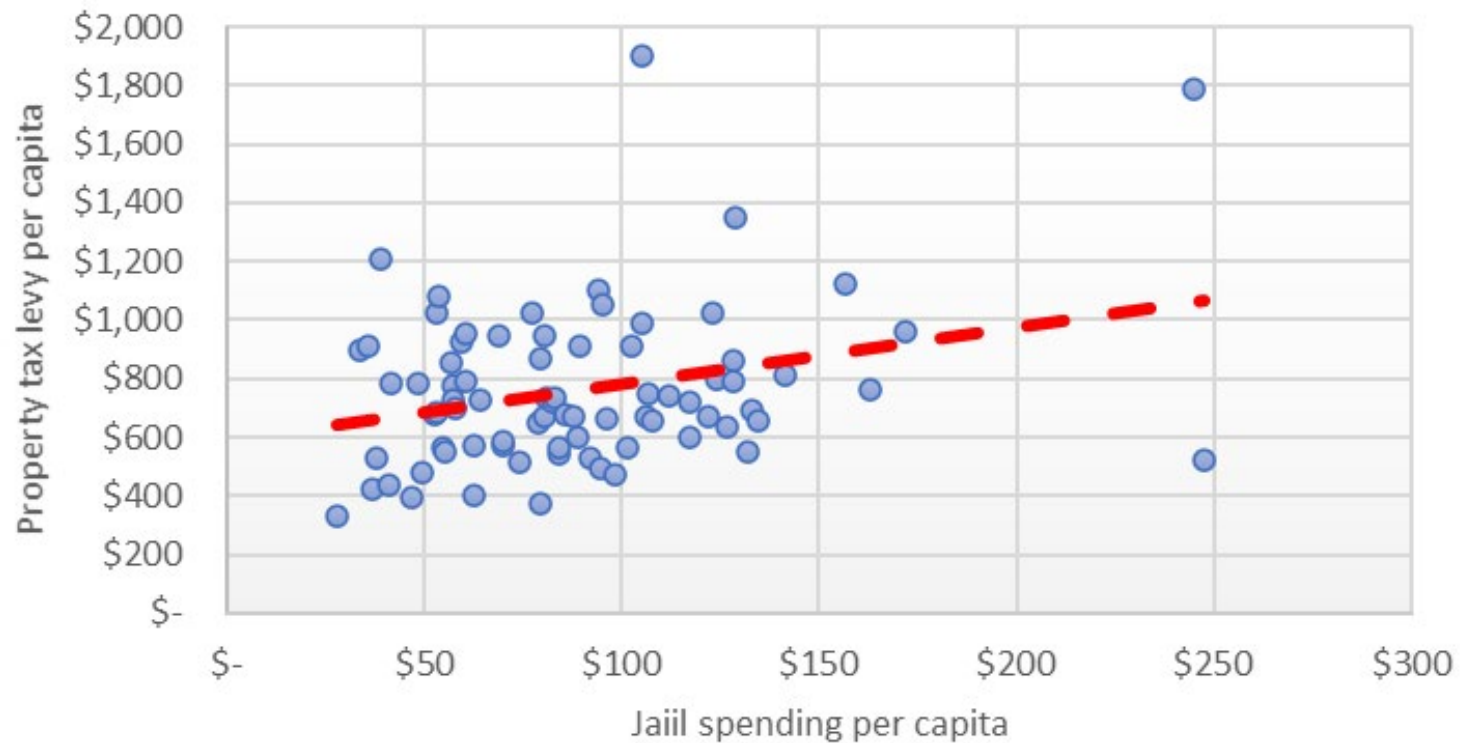
Justice Reform



Jail costs and property taxes



Jail costs and property taxes



LOCAL

County jails in Minnesota struggle to fill corrections officer jobs

Dakota County is sending inmates to Wright County due to the staff shortage.

By Erin Adler Star Tribune | OCTOBER 1, 2021 — 10:32AM



LEILA NAVIDI, STAR TRIBUNE FILE

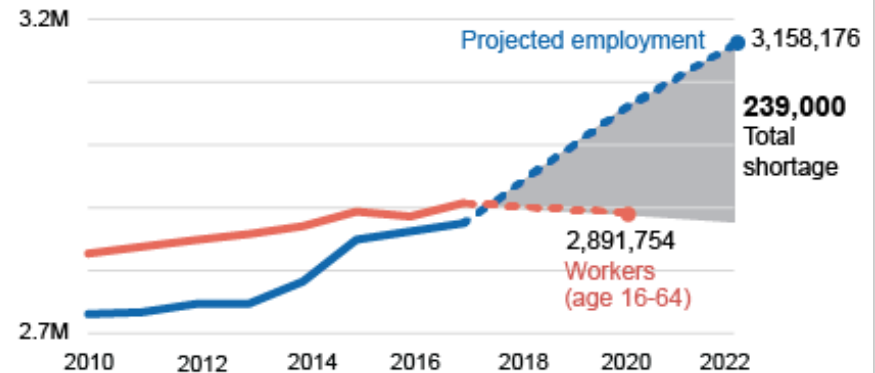
A deputy in the hallway of the intake area in the basement of the Hennepin County Jail. Dakota County is sending inmates to Wright County due to the staff shortage.

County jails in the Twin Cities metro area and around the state are struggling with a staffing crunch with rising job vacancies and fewer applications from people wanting to be corrections officers.

Where are the workers?



Projected workforce shortage
Minnesota, 2010-2022





MACA/MCHRMA Conference

October 7, 2021

Dakota County

Emily Schug – Deputy Director, Social Services

emily.schug@co.dakota.mn.us

What is the SSJ Committee?



- Service, Safety and Justice (SSJ) Committee
- Formerly, the Adult Detention Alternatives Initiative (ADAI)
- Leadership forum in Dakota County **focused on improving outcomes for people at the intersection of mental health, race, and the justice system**
- Includes many partners:
 - 1st Judicial District
 - County Attorney's Office
 - Office of the Public Defender
 - Chiefs of Police
 - Dakota County Sheriff's Office
 - Dakota County Administration/Community Services
 - Dakota Communications Center
 - EMS/Fire

SSJ Evolution



2016: Stepping Up, Launched Adult Detention Alternatives Initiative, Needs Analysis, System Mapping

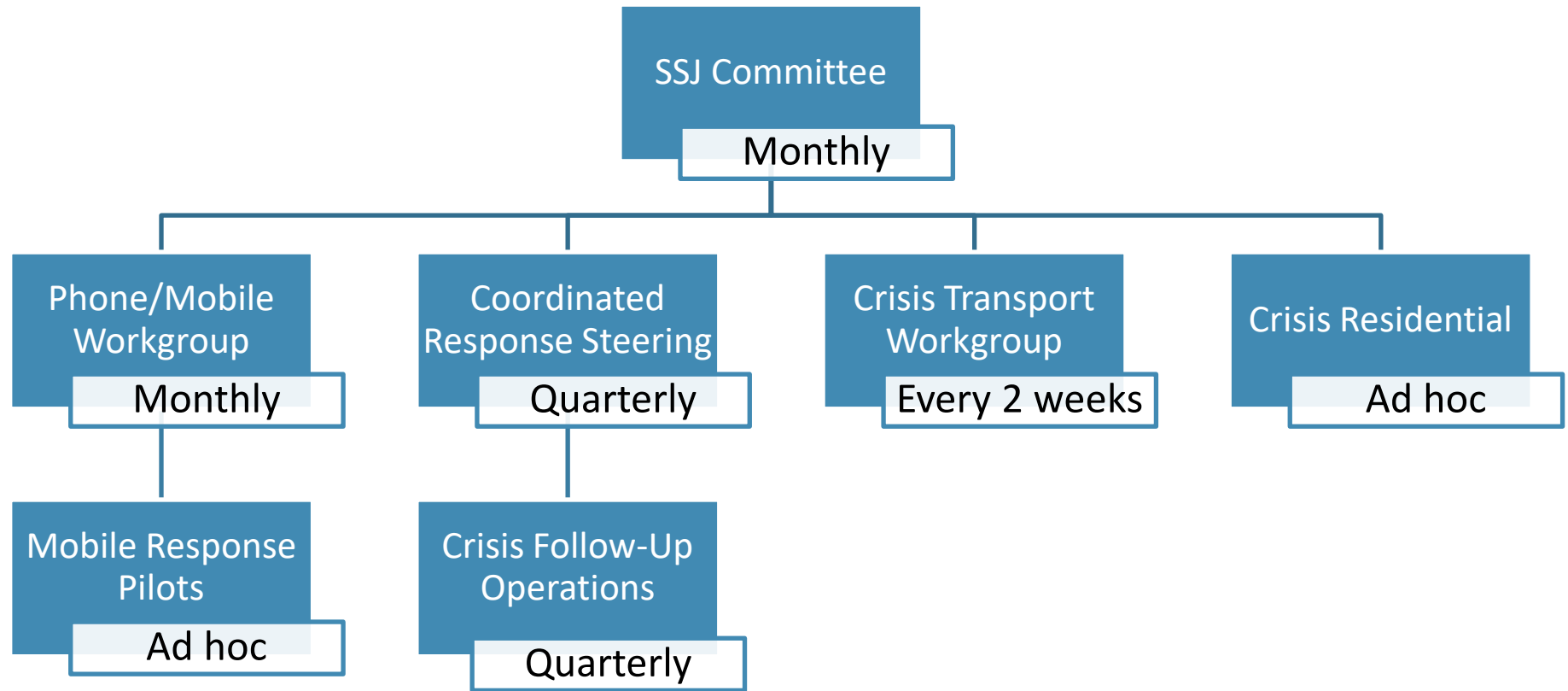
2017: Researched national models, implemented new approaches, Ex. MH and SUD support in jail.

2018: Designed and piloted new approaches: warrant resolution events, data sharing guidance, case manager tip sheets for working with jail, designed law enforcement/social services pilots

2019: Implemented law enforcement/social services coordinated response pilot.

2020-2021: Continued and expanded collaboration, across continuum; evolved Initiative to reflect expanded goals and new learning. Sustained and grew partnerships during challenging times.

Current SSJ Workgroup Structure*



*Not exhaustive of all SSJ activities/workgroups

National and Local Context



Current:

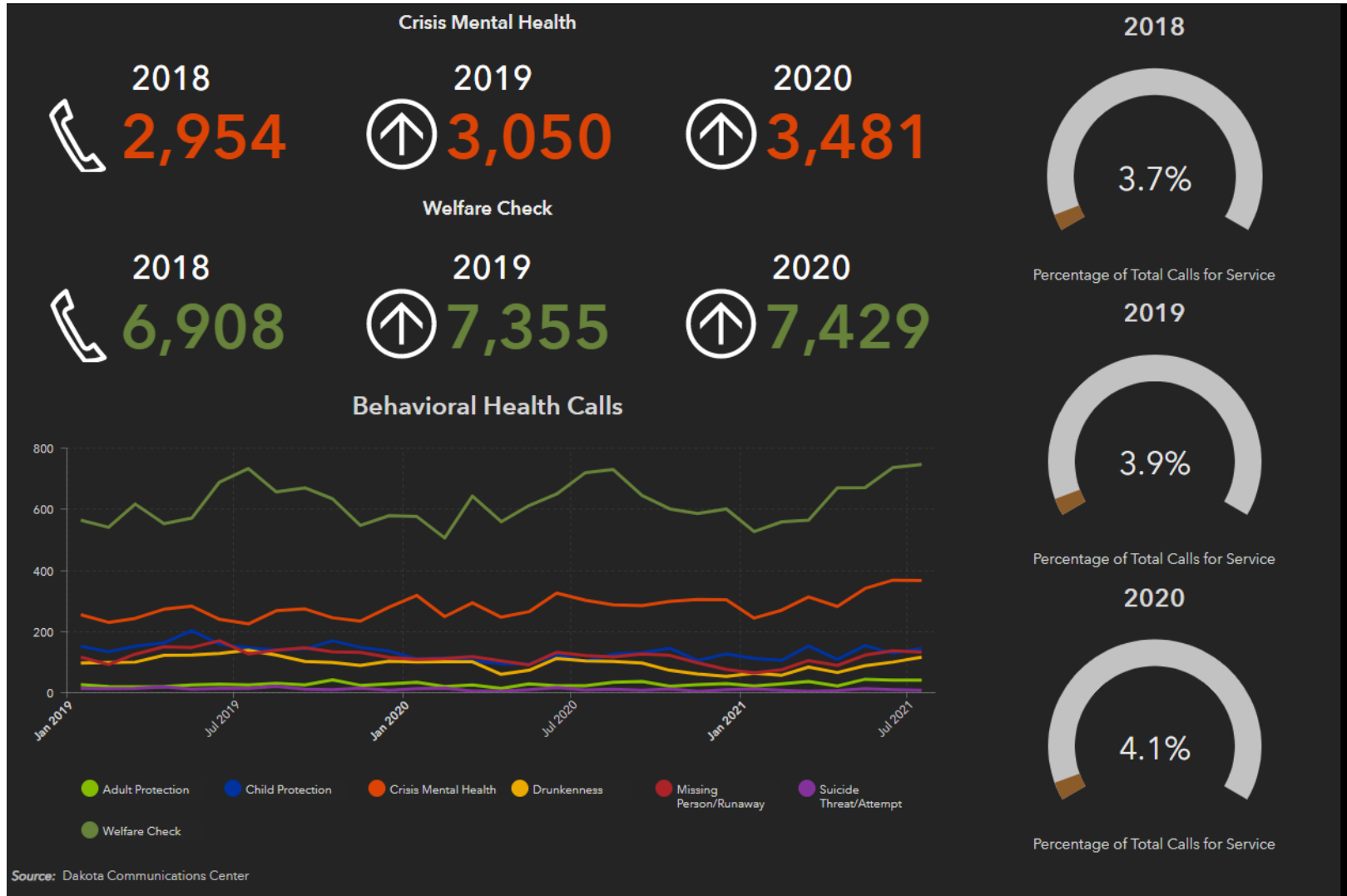
- Law enforcement serves as first responders for range of crises, including mental health and substance use
- Reflected in funding levels, statute definitions of roles, societal norms (e.g. call 911), etc.
- High community mental health needs

...Public expectations, statute, and best practices are changing

Future:

- Need broad array of first responders, including for mental health and substance use crises
- Person in crisis has access to the right response at the right time
- Collaborative partnerships are needed across whole continuum/intercept model

Community Indicator – 911 Trends



National Best Practice Guidelines*



Effective Crisis Continuum:





- Someone to Talk to
- Mobile/Emergency Response
- Somewhere to Go
- Crisis Follow-Up



*From [SAMHSA's National Guidelines for Behavioral Health Crisis Care Best Practices Toolkit.](#)

Dakota County Continuum*



Service	Current	Work Underway
Someone to Talk To 	<p>First call for help through mental health hotlines, Dakota County Crisis Response Unit, 911</p>	<ul style="list-style-type: none"> • Launched process of referral to Crisis Response Unit through dispatch • Monitoring state rollout of 9-8-8 • Promoting and expanding Warmline options
Mobile/Emergency Response 	<ul style="list-style-type: none"> • County operates 24/7 mobile crisis response team, with limited staffing • 911 call often prompts police and EMS as first responders 	<ul style="list-style-type: none"> • County Board passed resolution authorizing staffing/funding to provide comprehensive mobile response. • Piloting new responses with cities. • Workgroup to explore transport alternatives
Somewhere to Go 	<p>Short-term, intensive assessment and treatment for mental health or substance use – crisis residential and hospital</p>	<ul style="list-style-type: none"> • Evaluating current vs. future needs • Exploring funding/partnerships to expand options – DHS grant proposal • East metro partnership with hospitals
Crisis Follow-up/Embedded SW 	<ul style="list-style-type: none"> • <i>Coordinated Response</i> in WSP, SSP, AV, Rosemount • More limited “liaison” relationships with Burnsville, DCSO, Eagan and Hastings • Long-standing Jail and Corrections programs and partnerships! 	<ul style="list-style-type: none"> • Program evaluation • Proposal for countywide expansion (2022 budget)

Practical Considerations



- Learn from others doing similar work – connect with people in similar roles
- Identify common ground – shared priorities
- Find partners who are interested/passionate about new approaches
- Embrace discomfort in difference of perspective/approach
- Take time to build trust and relationships, step by step
- Engage lived experience perspective
- Structure to facilitate system connection and leadership support
- Collaboration with internal departments
- Tell the story from multiple angles and perspectives – data, stories, system mapping
- Try new things in small scale, continuously evaluate, evolve, and celebrate success!



Building the Talent Pipeline: Justice-Involved Workforce Strategy

Jacqueline Buck– Director of Workforce Strategy @ DEED

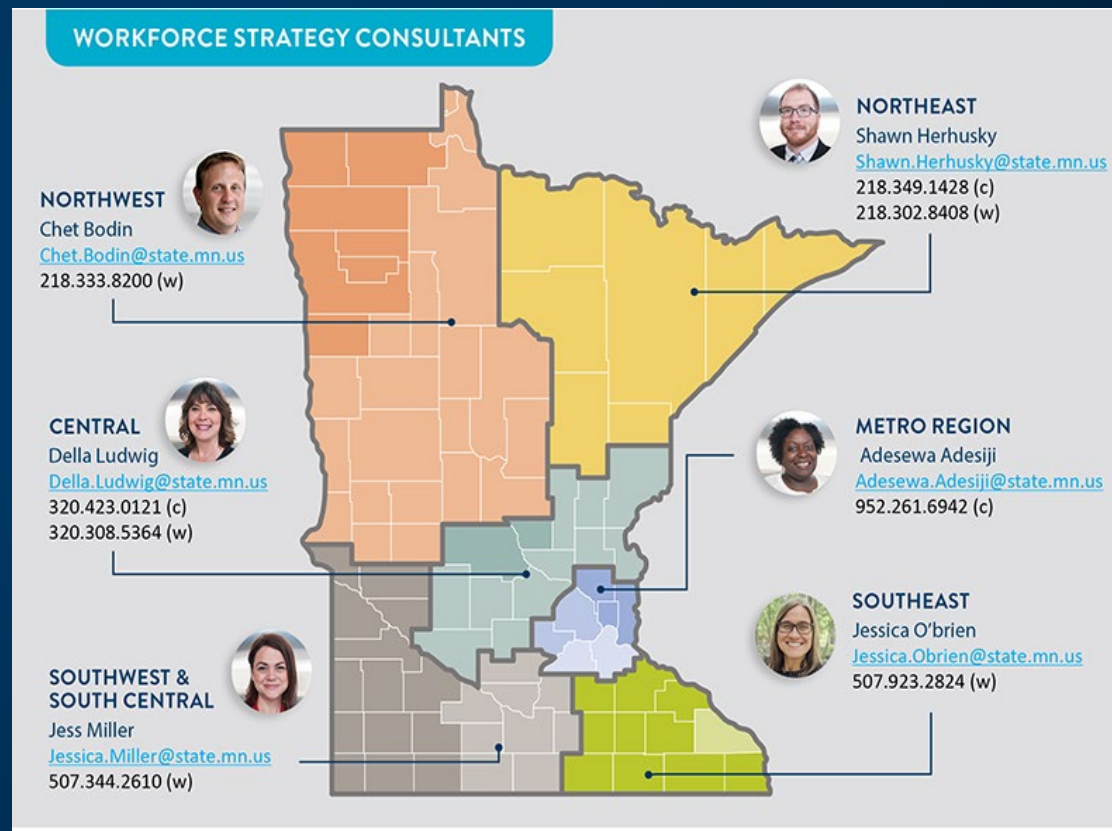
mn.gov/deed

Assist in aligning resources,
facilitating collaboration, and
leveraging expertise in targeted
industry sectors

Focus on workforce diversity,
equity, and growth

Concentrate on recruitment,
training, and retention

10/11/2021



Workforce challenges

COVID-19 and the Delta Variant

Worker Shortage

Ghosting

Silver Tsunami

Great Resignation

Rise of remote work, urban migration and more flexible employment

One time bonuses vs permanent pay band changes

Barriers to employment still act as a constraint on hiring

Child Care

Transportation

Criminal background checks

Wage pressure or lack of employees is pushing companies to reduce hours, products, or services

Challenging times for employers?

Considering:

- Remote work
- Sharing employees
- Re-skilling
- BIPOC and community outreach
- Youth engagement
- Parent-friendly hours
- Increased use of technology
- Out of state recruiting
- New retention strategies
- Career pathing for internal staff
- Increased wages
- Day-care and transportation assistance



What's happening in the Northwest region?

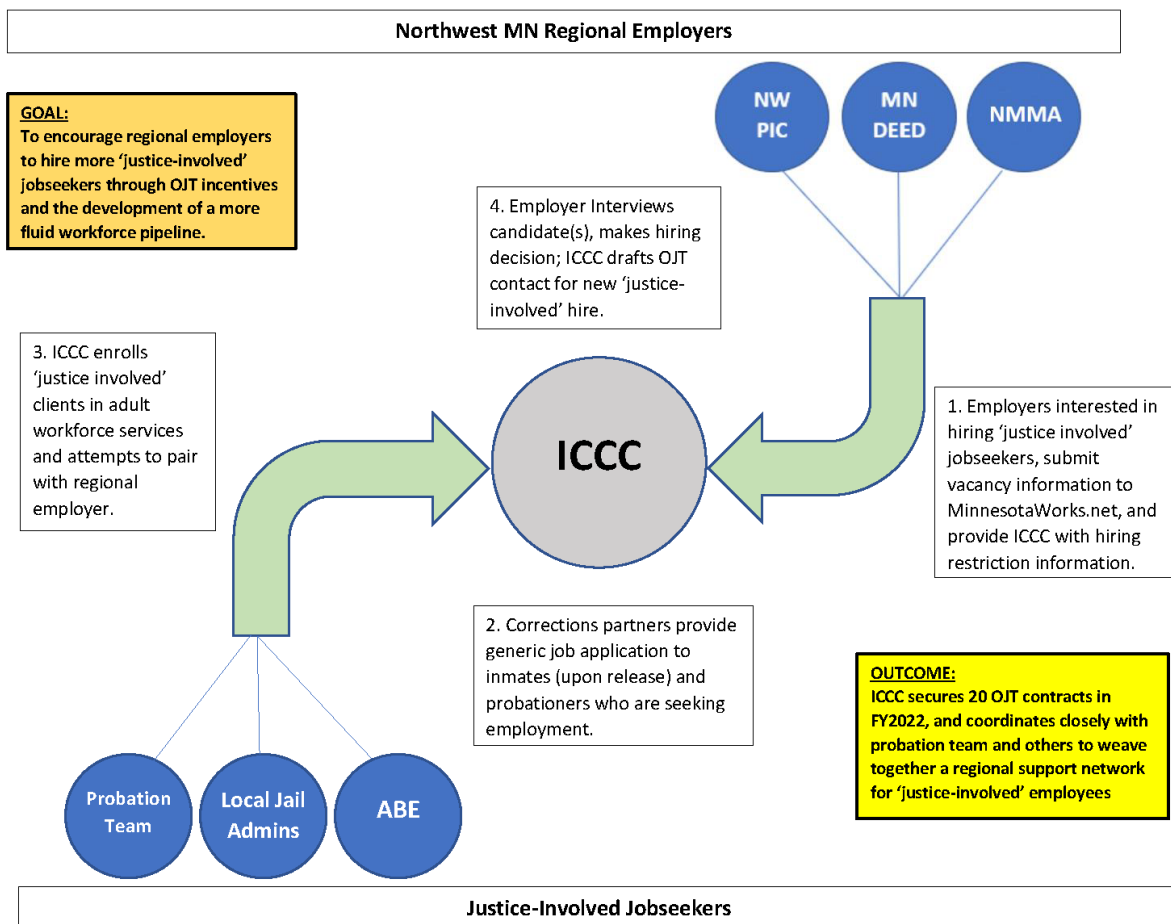
- Creating a workforce pipeline from regional correctional systems
- Leveraging institutional knowledge and WIOA adult program funds to place justice-involved jobseekers in sustainable work opportunities
- Developed a consortium to help ensure these opportunities lead to permanent employment.
 - Area probation officers
 - Adult Basic Education (ABE) providers
 - Job counselors from DEED's workforce service partner, Inter-County Community Council (ICCC)
 - Businesses

Public & Private Partner Organizations

- Inter-County Community Council (ICCC)
- Minnesota Department of Correction (MN DOC), District Probation
- Roseau County Jail
- Pennington County Jail
- Adult Basic Education (ABE)
- Tri-County Community Corrections
- MN DEED
- Northwest MN Private Industry Council
- Local manufacturing employers

How it works

1. Probation / ABE collects generic applications from their charges
2. Applications are shared with participating employers
3. Interview Process
4. Candidate is enrolled in WIOA adult services
5. OJT Contract is drafted and signed
6. Candidate is hired
7. Employer applies for Work Opportunity Tax Credit / Federal Bonding (if needed)
8. Workforce and Corrections partners guide employee through OJT period
9. Employee moves into full-time, permanent status



Keys to Success

- Solution is employer-led
- Support from regional service providers
- Identified and addressed barriers facing this population
- Resources to manage the risk with hiring justice-involved jobseekers
 - Federal bonding grant program
 - Work Opportunity Tax Credit (WOTC)
 - WIOA Adult program / On-the-job training (OJT)
- Coordination with partners in both the workforce and correction system

Thank you

Jacqueline Buck

Director of Workforce Strategy

State of MN DEED

Jacqueline.buck@state.mn.us



Stearns County Justice Reform Strategies

Melissa Huberty, Human Services Administrator
Becky Bales Cramlet, Community Corrections Director
October 2021



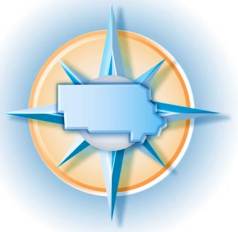


The Real Purpose



Stearns County Reform Strategies

- Community Action Team
- Co-Responder Model
- Warrant Resolution Day
- Community Engagement



Mental Health Steering Committee Community Action Team

- Three full-time dedicated Probation Agents working collaboratively and uniquely on our Community Action Team.
- Social Workers dedicated to homeless work on our Community Action Team.
- Law enforcement, nursing from CentraCare, Veterans Administration and more partners.
- Began learning about multiple areas in our county/community –boundary spanning!
- Overcoming barriers- such as releasing data.
- Continuous improvement and changes, evolving to more proactive, prevention work.



Community Action Team Data

Stearns County Human Services Community Action Team Clients 2019 Community Corrections & Community Supports Divisions

Service	1 Year Prior	1 Year Post	Percent Decrease
Detox Days	125	40	68%
Emergency Room Visits	291	161	45%
Law Enforcement Encounters	277	94	66%
Stearns County Jail Days (minus initial jail release)	1025	808	21%
Total	1718	1103	36%

- The Covid-19 pandemic will influence the “1 Year Post” encounters
- Data collected on 47 clients

Notes:

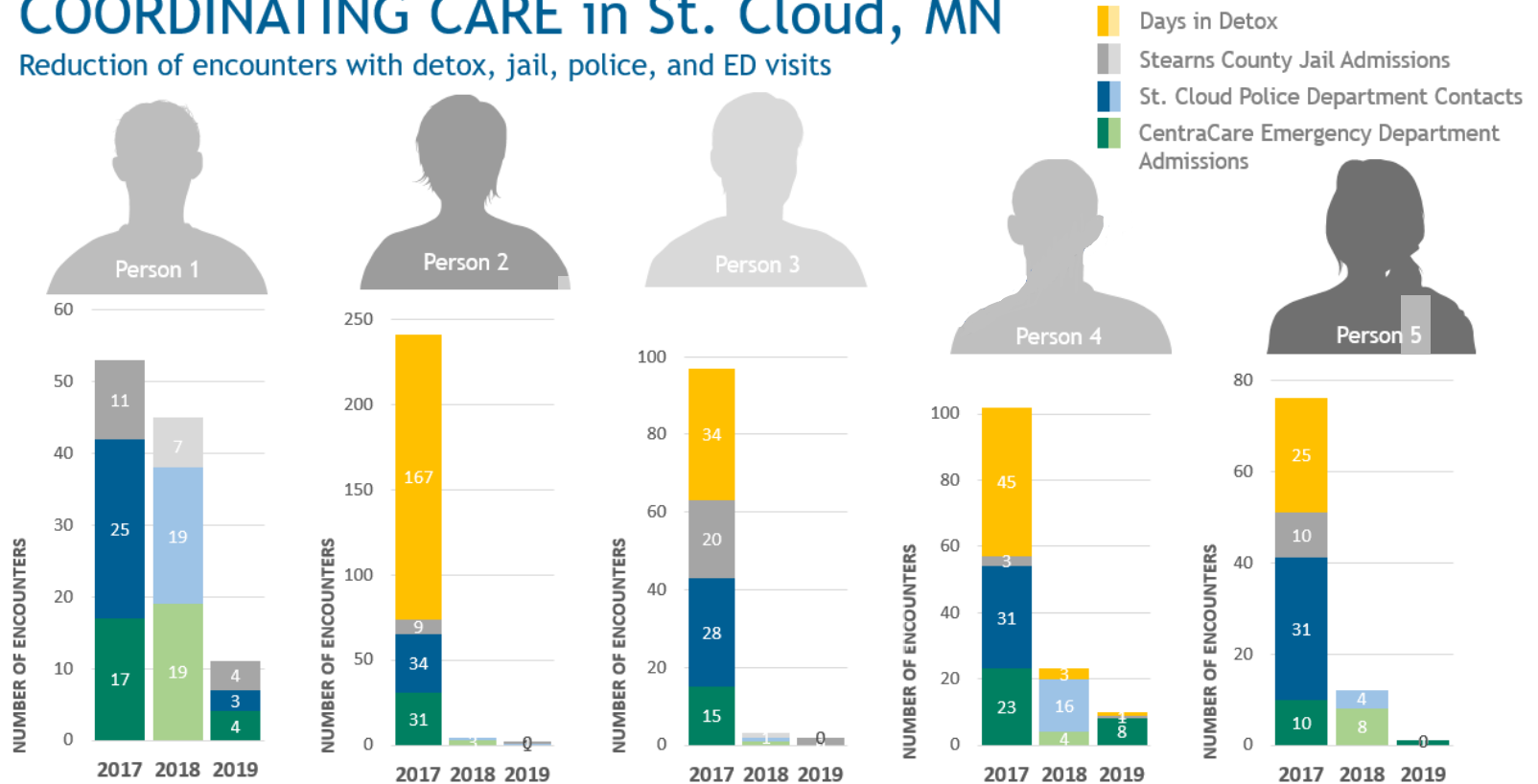
- Includes clients starting probation in 2019 and/or housed in 2019.
- Does not include initial jail days of Community Corrections clients executing sentence at start of Community Corrections involvement.



Community Action Team Data

COORDINATING CARE in St. Cloud, MN

Reduction of encounters with detox, jail, police, and ED visits



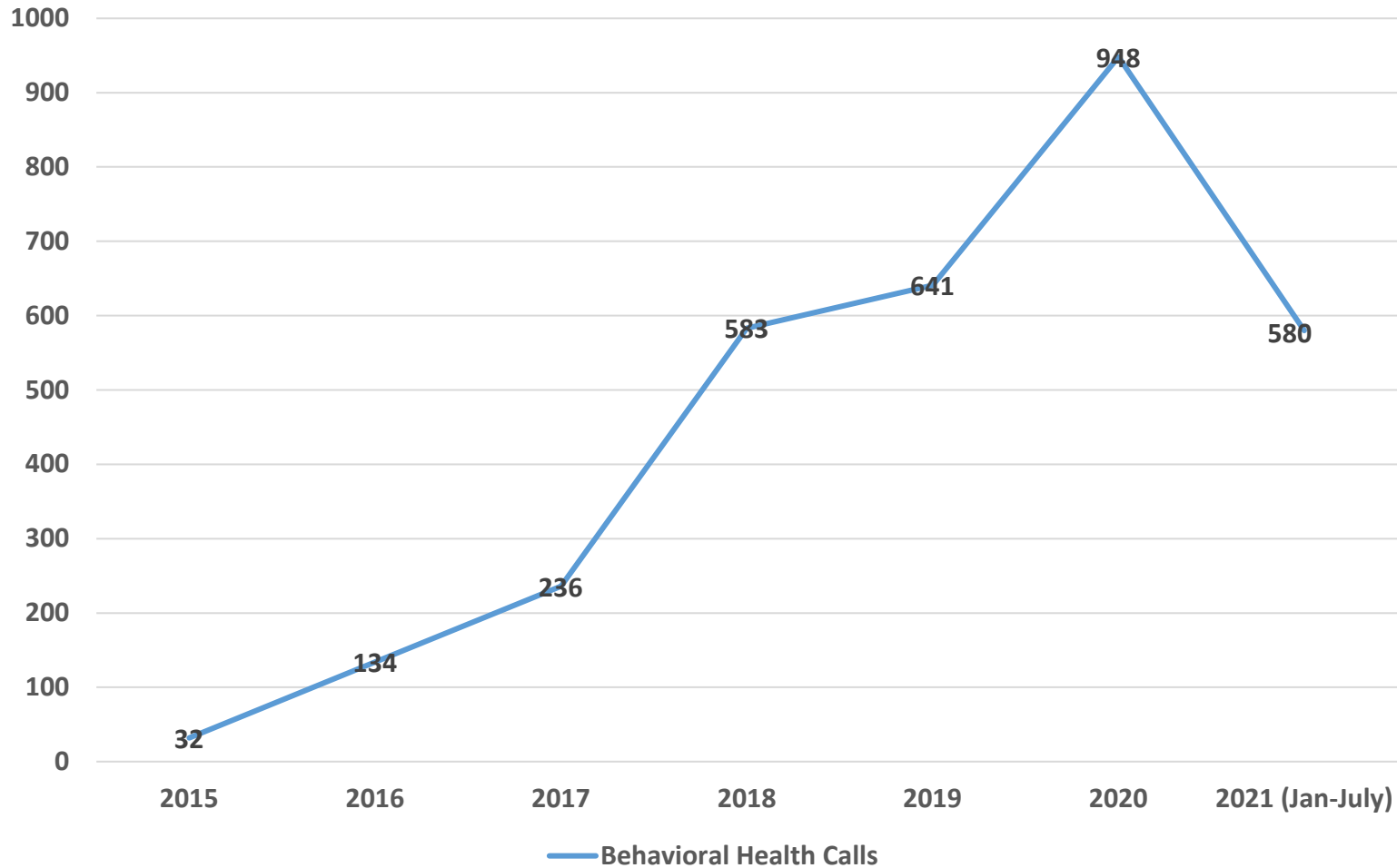


Stearns County Co-Responder Model

- Pairs well-trained law enforcement with a mental health professional
- Responds collaboratively to 911 calls that involve a person experiencing a mental health and/or substance use crisis
- Approaches issues from a diversion and prevention standpoint
- Saves taxpayer dollars
- Minimizes trauma to individuals and families



City of St. Cloud Police Department Mental Health Related Calls Since 2015





Co-Responder Outcomes

- Significant increase in “stay in place”
- Significant (appropriate) reductions in emergency room and detox visits
- Reduction in arrests and use of force
- Streamlined communication between organizations
- Earlier intervention providing services and referrals
- Increase in effective services provided
- Less trauma to individuals and families



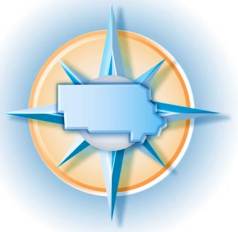
Warrant/Case Resolution

- Leadership from the Bench, Prosecution, Defense and Community Corrections in agreement what parameters to structure an event.
- Connect with the community for the location of the event and communicate with partners.
- First Warrant/Case Resolution event started small, had to develop trust in the community and have resolved more warrants at each event.



Community Engagement and ARPA Funds

- *Quote within Interim Final Rule: “These resources lay the foundation for a strong, equitable economic recovery, not only by providing immediate economic stabilization for households and businesses, but also by addressing the systemic public health and economic challenges that may have contributed to more severe impacts of the pandemic among low-income communities and people of color.”*



Stearns County Areas of ARPA Funding

- **Mental Health**
 - Co-responder model
 - Funded the hiring of licensed MH professionals
 - Future: Rural farmers
- **Housing and Outreach**
 - Navigators
 - Collaboration with county case aide connectors
 - Mobile medical clinic
 - Future: Beyond Backgrounds landlord assistance
- **Opportunity Gap in Education**
 - Summer academic programs in poorest neighborhoods
 - Wrap around services for families of highest need
 - Young entrepreneurs' program
 - Funded hiring of volunteers in communities of color
 - Future: Collaboration with largest school district



Conclusions

Effective Reform Strategies Result In:

- ✓ Earlier interventions and prevention
- ✓ Improving lives and moving people towards self-sufficiency
- ✓ Collaboration with all partners, particularly with community
- ✓ Saving taxpayer dollars
- ✓ Finding pathways out of poverty



Questions?

Melissa.Huberty@co.stearns.mn.us

Becky.balescramlet@co.stearns.mn.us

