

# HENNEPIN COUNTY TRANSFORMATION EXPERIENCE

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# HENNEPIN COUNTY, MINNESOTA

# Reform Efforts

- Hennepin began participating in reform efforts over 15 years ago and primarily through the Juvenile Detention Alternatives Initiative (JDAI)
- At the time:
  - Detention centers were overcrowded
  - Inconsistent use and understanding for purpose of detention
  - Large number of failure to appear for court hearings
  - Huge gaps in racial disparities
  - Lack of community involvement and services
  - Super-predator era







# Purpose

## ➤ Objectives:

- Eliminate inappropriate or unnecessary use of secure detention
- Minimize failures to appear and incidence of delinquent behavior
- Eliminate racial and ethnic disparities
- Redirect public finances to successful reform strategies
- Improve conditions in secure detention facilities

Reduction in use of secure detention and Out-of-home placements

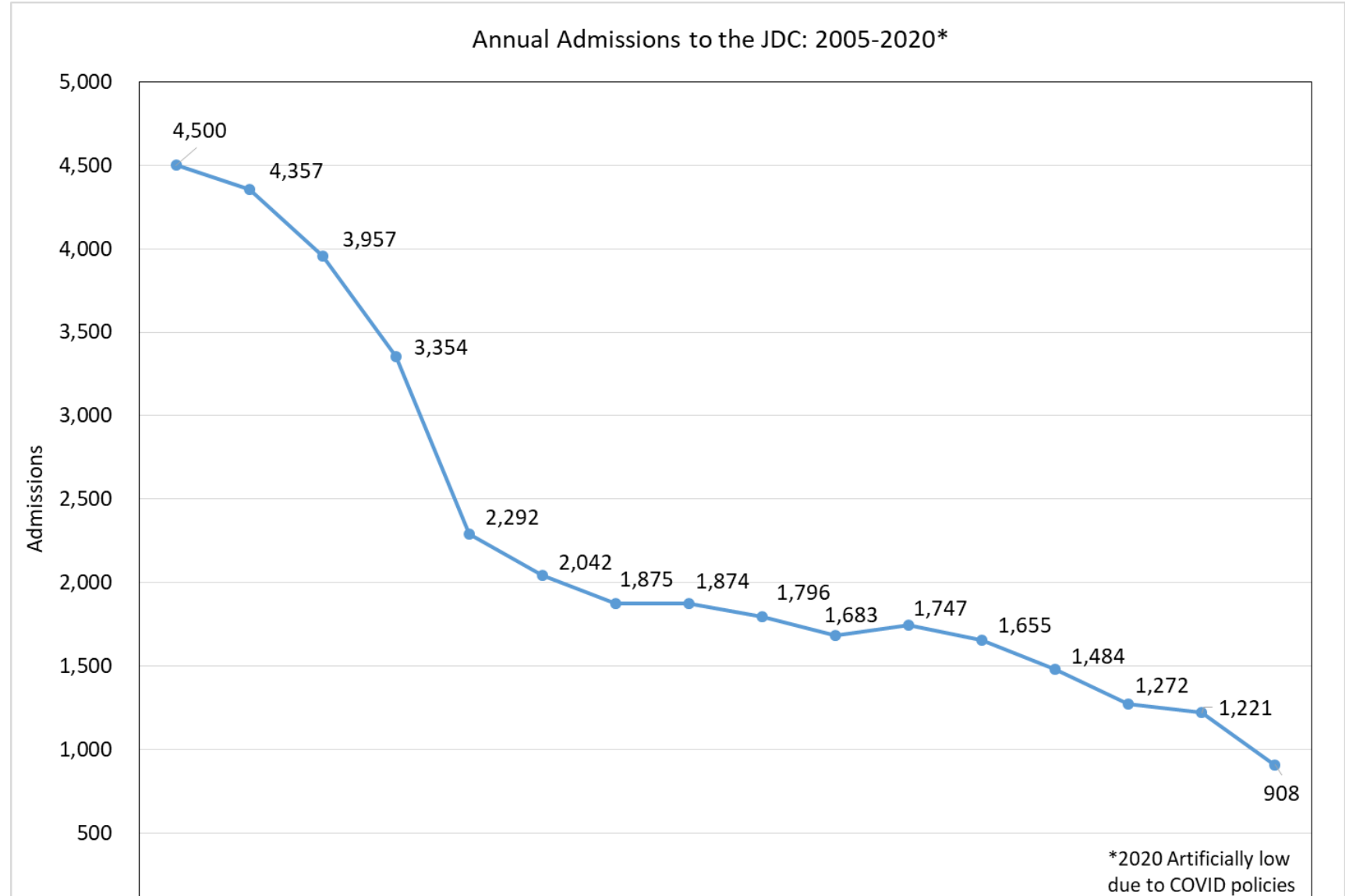
Increased use of objective decision-making tools

Increase in use of diversion

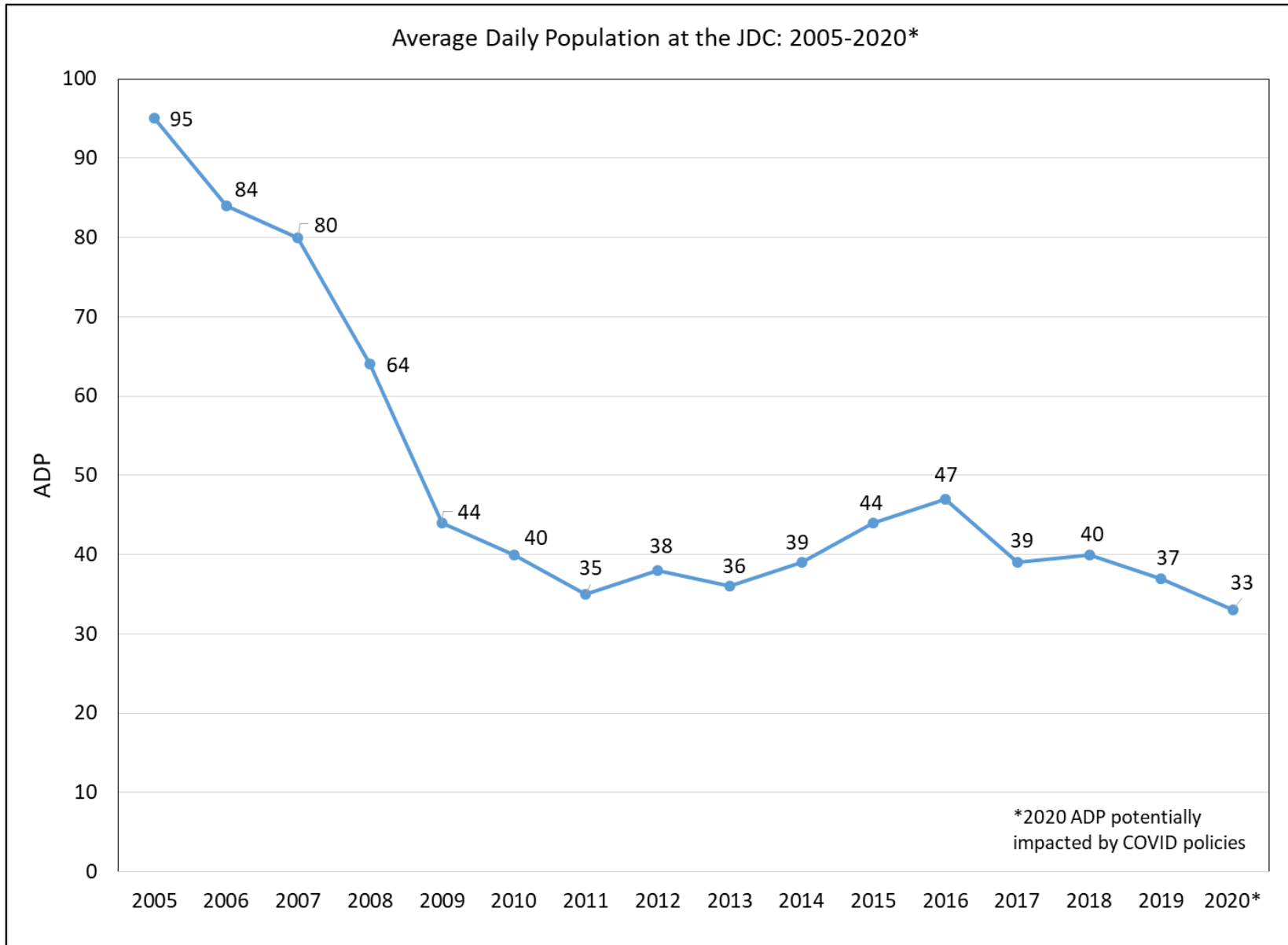
Increased investment in community-based services, particularly culturally specific programs for youth

# JDAI in Minnesota: Results

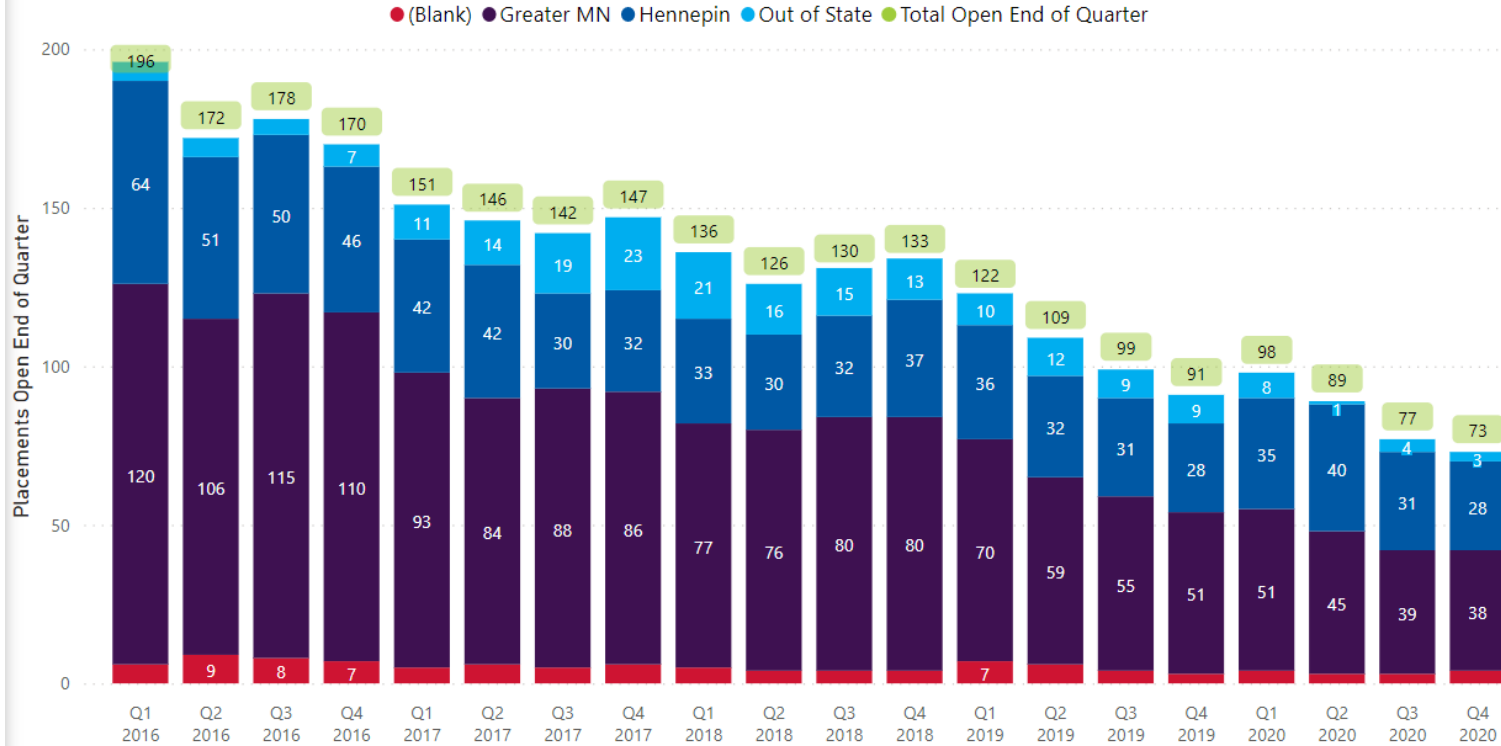
# Annual Admissions to JDC: 2005-2020



# Average Daily JDC Population: 2005-2020



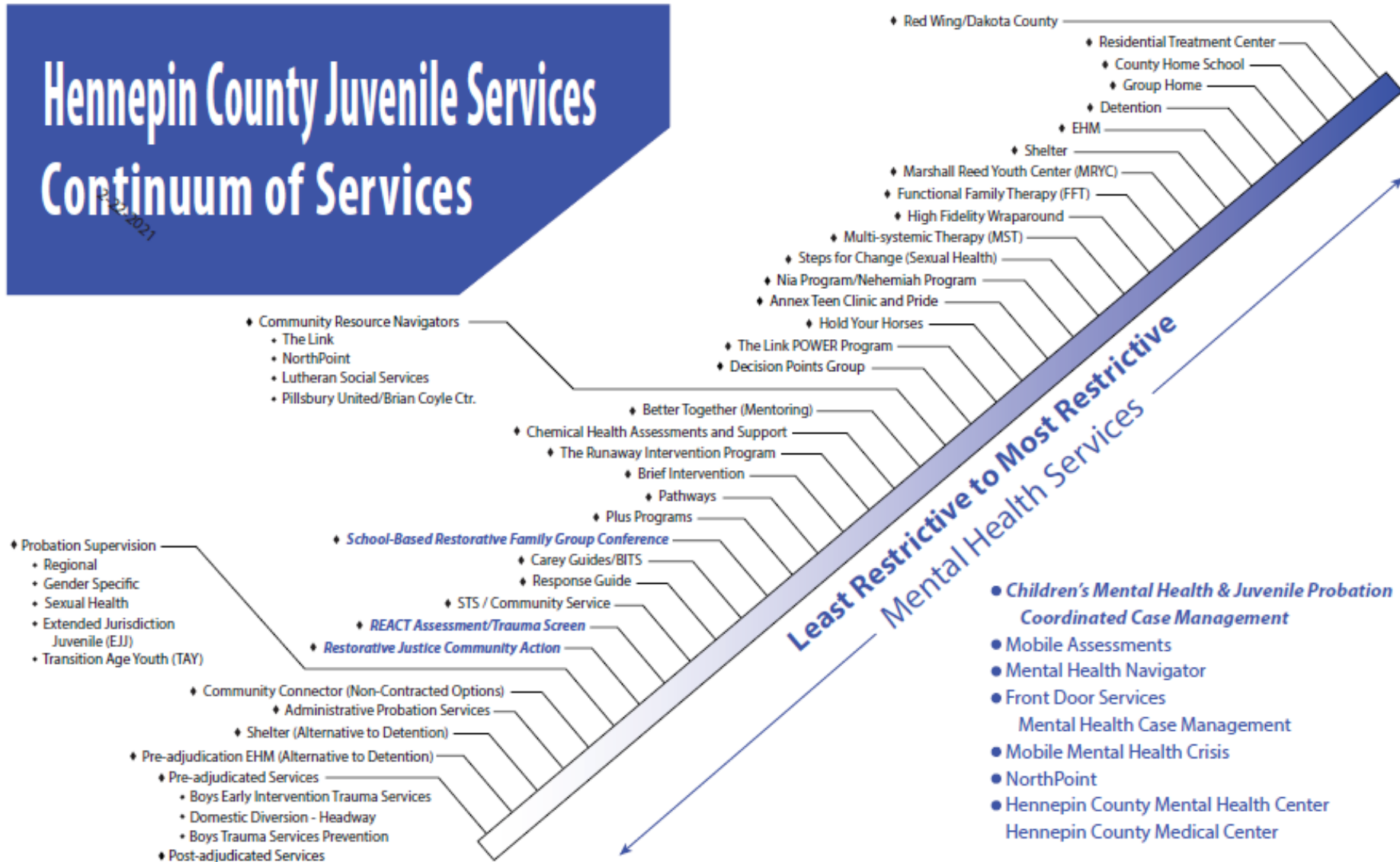
## Total Number of Placements Open at the End of the Quarter



**RESULTS OF REFORM EFFORTS  
OUT OF HOME PLACEMENTS**



# Hennepin County Juvenile Services Continuum of Services



- Children's Mental Health & Juvenile Probation Coordinated Case Management
- Mobile Assessments
- Mental Health Navigator
- Front Door Services
- Mental Health Case Management
- Mobile Mental Health Crisis
- NorthPoint
- Hennepin County Mental Health Center
- Hennepin County Medical Center

**And Yet...**

*"You all keep talking about what's been improved  
but it doesn't feel better in the community"*

**--Sam Simmons**

# Persistent Over-Representation and Disparities

- Youth of color over-represented in most decision points including charging, detention, probation, and out of home placement
- Lack of community trust and engagement
- Complacency with our past efforts
- Inconsistent practices
- Inability to measure impact of our work and efforts
- Unclear roles and responsibilities

# Achieving Juvenile Justice

## Equality



The assumption is that **everyone benefits from the same supports**. This is equal treatment.

## Equity



**Everyone gets the supports they need** (this is the concept of "affirmative action"), thus producing equity.

## Justice

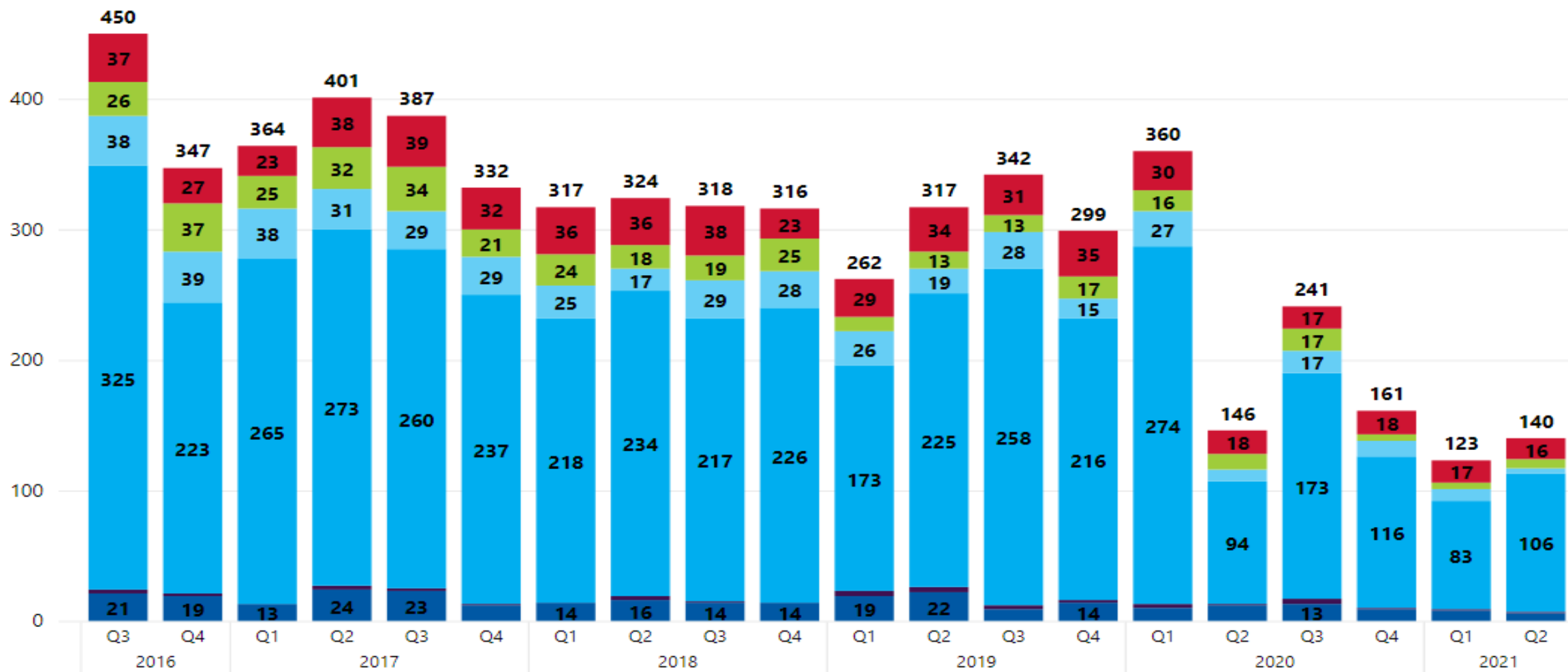


All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed**. The systemic barrier has been removed.

# Detention Admissions

## JDC Admissions by Race

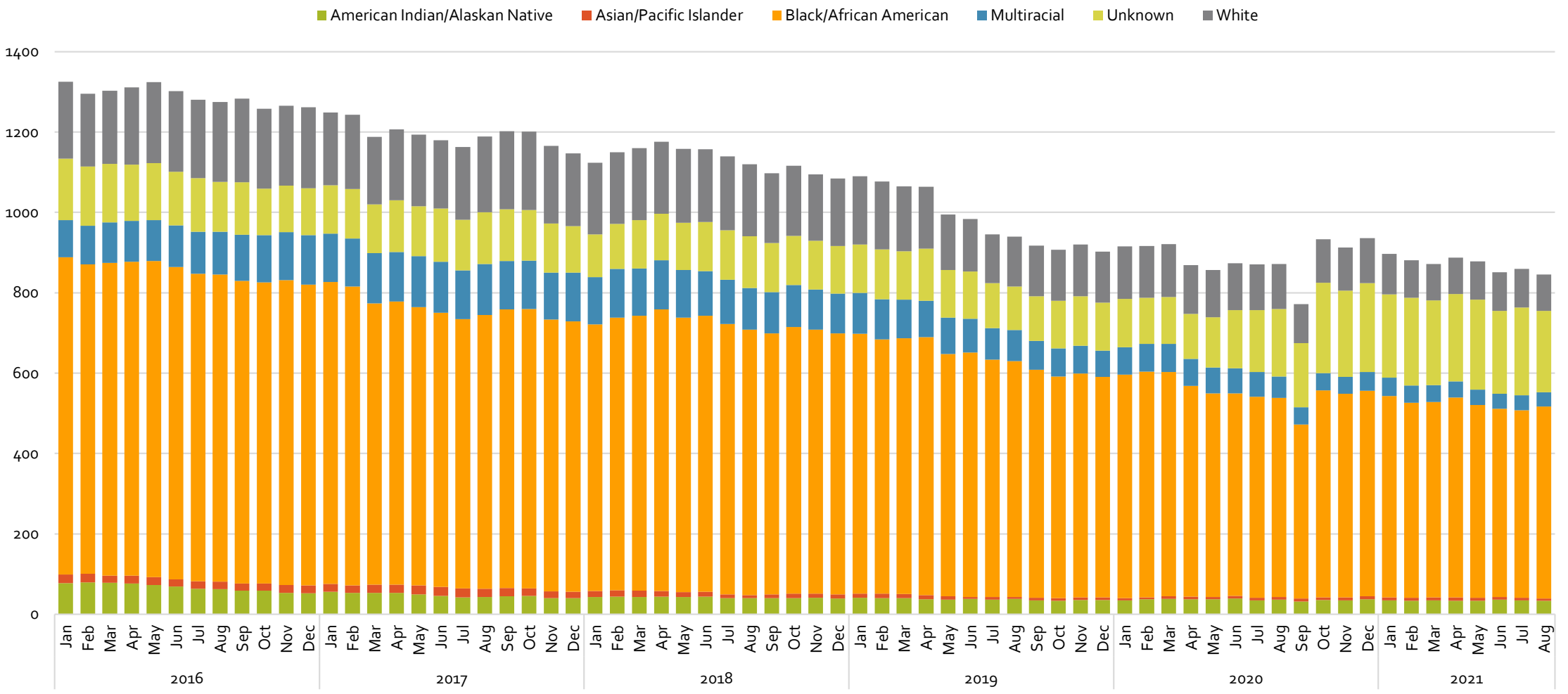
● American Indian/Alaskan Native ● Asian/Pacific Islander ● Black/African American ● Multiracial ● Unknown ● White





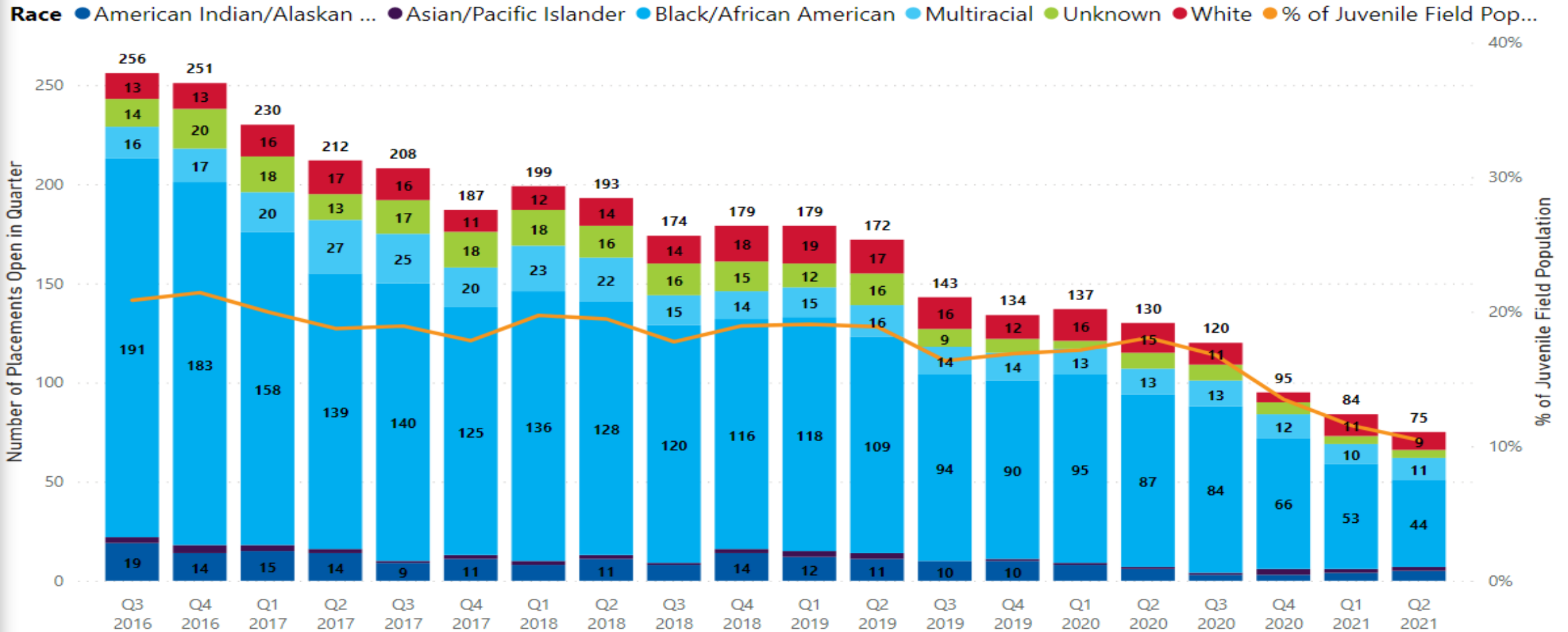
# Youth on Probation

Monthly Juvenile Field Population Open at End of Month (includes admin, STS, investigations)



# Youth in Out of Home Placements

**Percent of Juvenile Probation Population Open in Out of Home Placement (excludes Investigation Only, STS and HSB-Court Unit)**





**SAY THEIR NAMES  
EROSION OF  
COMMUNITY TRUST**

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## Impetus for Change

- Continued Racial and Ethnic overrepresentation and disparities at most significant decision points
- Need to shift complacency and reinvigorate energies towards desired outcomes
- Missing community voice
- Outdated vision
- Unclear roles and responsibilities
- Misalignment of policies and procedures with practices
- Staff entrenched in practices based on “experience”



# Probation System Review with RFK National Resource Center

## Goals were to address the following:

- Effective programmatic practices
- Effective and efficient court and probation management performance
- Improved recognition of the neuroscience of adolescent development and adoption of
- The principles and hallmarks of a developmental approach to address youth risk and
- Treatment needs
- Improved utilization of evidence-based practices and intervention services, and
- Implementation of enhanced prevention and early intervention and interagency
- Approaches for youth and families with risks and needs in multiple domains





# Probation System Review with RFK National Resource Center

- Routine scheduled meetings and phone calls to provide direction and execution of the work plan
- Document review
- Process mapping
- Electronic survey
- Performance measures and outcomes development
- Probation orders analysis
- Best Practice analysis

**Probation  
System Review  
with RFK  
National  
Resource Center**

April 2019- January 2020

Four Site visits included meetings with:

- Hennepin County Judiciary
- Hennepin County Probation (Director and Managerial/Supervisory personnel)
- Hennepin County Commonwealth Attorney's Office
- Hennepin County Public Defender
- Hennepin County Law Enforcement
- Representatives from Education and Community Services
- Youth Justice Council (comprised of a robust array of community members, including the youth and family voice)

# Probation System Review with RFK National Resource Center

The review resulted in 21 recommendations that fell within the following categories:

1. Administration
2. Policies and Procedures
3. Managerial Oversight
4. Training Curriculum

# MISSION

Hennepin County Juvenile Probation engages with the community and juvenile justice partners to promote community safety, community restoration and offender change through proven interventions.

# Hennepin County Juvenile Probation

Vision, purpose and values

## Department of Community Corrections & Rehabilitation (DOCCR) Mission



Vision

We envision a world where youth are empowered to hold a sense of possibility.



Purpose

We are responsible to youth. We work in partnership with youth, juvenile justice partners, and communities in their pursuit of well-being.



Values

### **Respect**

We are authentic, non-judgmental and provide unconditional support in our relationships.

### **Inspire**

We evoke and support dreams.

### **Compassionate accountability**

We show up, connect, build trust, and are transparent with our expectations.

### **Intention**

We are purposeful and consistent.

### **Embrace diversity**

We are humble in our exploration and responsibility in racial inequity and seek commonality across difference.



# Organizational Restructure

## *Why a Re-org*

- ✓ Desire to have a structure that supports the new VPV
- ✓ Need for flexibility in ability to utilize resources

## *How*

- ✓ Inclusive of all JP staff
- ✓ Work-groups
- ✓ Surveys

## *Outcome*

- ✓ Flexibility in use of resources
- ✓ Better definition of JP work
- ✓ Areas of focus
- ✓ Infrastructure & responsibility

# Organizational Restructure

## Direct Service Management

### Upfront Services & Programming

- Define Division Support
- Onboarding
- Investigations
- Division programming and services (OHP & CBAS)

### Supervision

- Develop consistent policies and practices
- Focus on quality assurance of practices
- Ensure connection to programs, services, and community

## Organizational Strategy & Support Management

### Youth Equity & Innovation

- Build the infrastructure, capacity, and partnerships to drive change & create/implement programming
- Identify, respond, and report on outcomes

### Strategy & Resources

- Develop & oversee strategic plan
- Align and manage resources

# STRATEGIC PLAN

## Develop a Practice Framework

- Full application and integration of person centered, well-being model to include positive youth development and adolescent brain science





# Assessments

Implementation  
of locally  
developed  
Risk-Needs-  
Responsivity  
tools

- Resource Allocation and Targeting
  - (REACT risk and needs)
- Aligning case plan practices to support

# Endorsement of the Goal Focused Case Management (GFCM) Approach

## Why Growth-Focused?

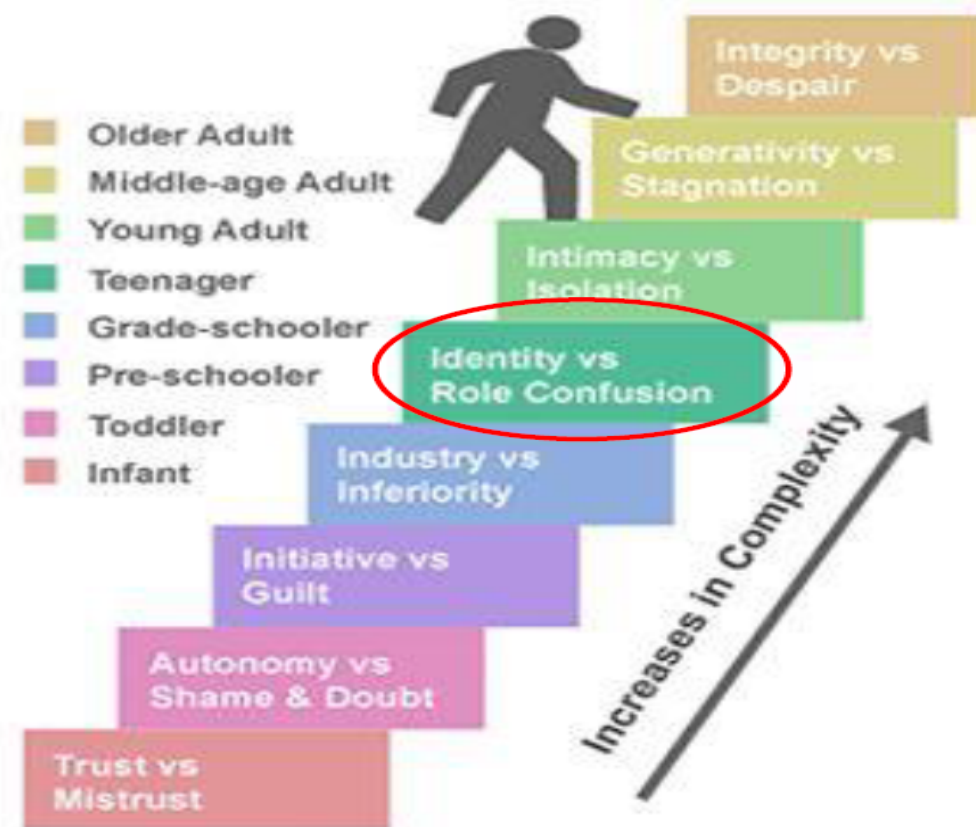
Optimal Behavior Change is a Result of Growth Not External Controls

A youth grows or develops beyond offending. This is desistance.

Community safety is best served by positive youth development.

Big growth task for youth is forming a positive identity.

Jonathan Cloud 2020





# STRATEGIC PLAN

Grow a Healthy, Respectful, and Empowered Work Environment



- Employees are authentic, supportive, respectful, and valued
- Employees feel safe to take risks, and are comfortable and supported to address conflict and share perspective
- Employees are personally accountable

# Workplace Culture

A survey was distributed to staff in 2019 as part of the RFK assessment. Below are some of the themes that gave indications of where we seek to be attentive, as well as the culture of our workplace.

- 61 responses were submitted (80% completion rate or higher)
- Most staff in the division have been employed 16 plus years
- 40% felt supported by administration in their work
- 60% felt adequately recognized in the work they do
- 61% felt adequately trained
- 48% agreed that youth and families had access to resources to meet their individual needs
- 70% agreed that staff have knowledge about EBP and impact on recidivism
- 46% felt that a disparity reduction lens is used in the division routinely
- 27% believed a race equity framework is used to inform recommendations for clients

# Workplace Culture

- Began an annual Wellness Week celebration
- Instituted a Staff Advisory Board
- Inter Group Dialogue-Shifting culture
  - Intergroup Dialogue is a process in which members are asked to be curious about the nature of their social identity and those of others. Intergroup Dialogue explores contemporary issues shaped by culture and race, and how our social capital, that is, the physical and social space we occupy based on our identity, either affords us opportunity or shapes our disadvantages to help members acknowledge and discover bias, and the pitfalls of generic, superficial equality work.

# The Story of JP

## Who are we and what do we do?

- Vision
- Purpose
- Values
- Org Structure
- Roles
- Responsibilities

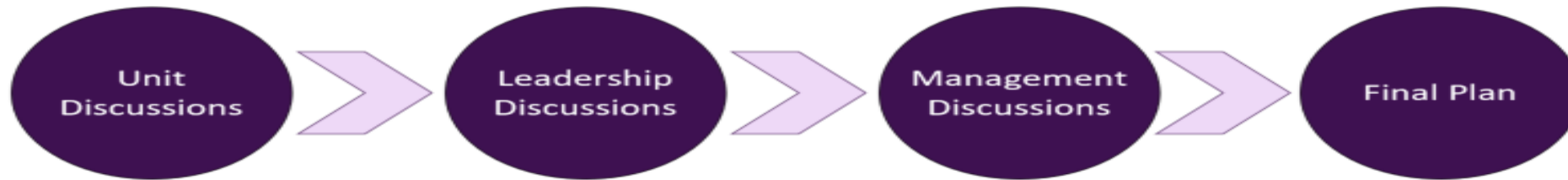
## How do we tell others about what we do well and what we can improve?

- Process Metrics (how well the process works)
- Performance Metrics (how well are we doing the process)
- Client Outcome Measures (how well are the clients doing through our process)
- Reporting

## What is the impact of our work?

- Client Benefits
- Staff Benefits
- Community Benefits

## How do we get there?



# CONTINUOUS QUALITY IMPROVEMENT (CQI)- ROLES & RESPONSIBILITIES

# Improved Supervisory Oversight/Support

## Change management efforts and lessons learned

- Supervisors participated in a series of change management trainings with Dr. Robin Jenkins to increase knowledge and resources of how to implement change and better lead their teams
  - Four sessions to learn about organizational change management given all the changes we were navigating
  - Timing (staff changes, competing priorities, overwhelmed, pandemic)
  - Focus on technical elements of leadership
- Supervisor coaching related to EBP
  - Allowed supervisors to have a clear understanding of why and how we support the use of EBP
  - Increased capacity for consistent practices with probation officers related to EBP interventions

# STRATEGIC PLAN



## **Dismantle Structural Racism in Juvenile Probation**

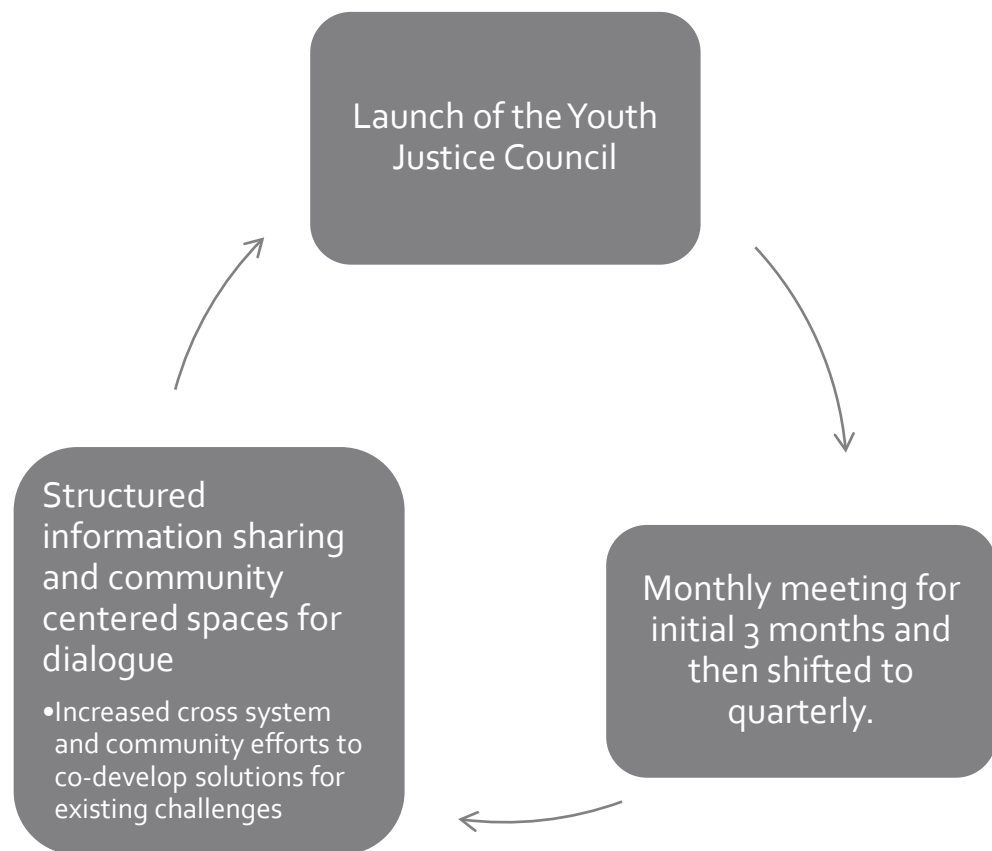
- The community sees and recognizes our commitment
- All employees regularly examine, are aware, and take ownership for their individual relationship and role within structural racism
- Strategic plan developed with system partners

# Race Equity

- Objective is to overlay a REI lens on all our work.
- Mandated a training dedicated to increased understanding of white conditioning.
- Increased dialogue regarding the role of individuals and probation collectively in disparity reduction.
- Increased opportunities and efforts at utilizing data to identify where racial disparities exist and how to intervene.
- Increased efforts to include voices of individuals and communities with lived experiences at decision making tables.



# Community Partnerships and Collaboration



# Sub-Committee Work

Eliminating Racial Disparities Committee looked to make recommendations for reduction in disparities of youth with motions filed as well as placed on Extended Jurisdiction Juvenile (EJJ)

Extended Jurisdiction Juvenile-Six-month reviews, refined early discharge criteria and consistent charging practice



# Courts

- Drafted Juvenile Court Bench Policy Order Regarding Stakeholder Expectations and Responsibilities
  - Establish new juvenile court policy that sets clear expectations for all justice partners to promote a culture of respect and fairness for youth and families, as well as enhance public trust and confidence in the justice system through an equity lens
  - Updated delinquency court orders to include plain language and transparency for expectations.





When this set of focus areas are improved collectively, the research suggests – and we believe – we will realize:

- Improved diversion and alternative community responses
- Improved outcomes (shift focus from recidivism to well-being/desistance measures)
- Reduction of disparities and overrepresentation of youth of color at major decision points
- Professional skilled set of probation and court staff



Vision



Purpose



Values



**THANK  
YOU!**

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