

Arrowhead Regional Corrections 2024-2025 Comprehensive Plan



Vision

Arrowhead Regional Corrections (ARC) enhances public safety and promotes successful community integration through education, treatment, and active participation in rehabilitative and restorative justice programs.

Values

- *Service.* We serve and are responsible to the public. We value their trust and invite their involvement.
- *Leadership.* We serve as positive role models and foster an environment that supports a balance between professional development, professional job performance, and personal wellness.
- *Integrity.* We conduct ourselves professionally through fair, honest, and ethical behavior. We have the courage to do what is right, even in the face of adversity.
- *Accountability.* We accept responsibility for our actions and decisions as well as their consequences.
- *Respect.* We respect each other's differences and treat others with courtesy, dignity, and consideration.
- *Trust.* We are people of character. We keep our word and honor our commitments.
- *Collaboration.* We work with our stakeholders as partners to support mutual understanding of ideas and open exploration of our differences.

Programmatic Goals

- *Prevention and Safety.* Establish evidence-based research to determine the impact of offender programs within our facilities and community to reduce criminality and victimization.
- *Outreach, Partnerships, and Transparency.* Seek out partnerships and develop meaningful programs and processes to promote shared responsibility for community safety.

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ARROWHEAD REGIONAL CORRECTIONS PLAN 2024-2025

INTRODUCTION

Arrowhead Regional Corrections provides correctional services to five counties of Northeastern Minnesota's Arrowhead region. ARC was formed under the auspices of the Minnesota Community Corrections Act and a joint powers agreement between the participating counties of Carlton, Cook, Koochiching, Lake, and St. Louis.

ARC is administered by a Board of Commissioners (referred to as the Executive Board), under a joint powers agreement between the counties of Carlton, Cook, Lake, Koochiching and St. Louis. The ARC Executive Board is made up of eight County Commissioners from the participating counties. St. Louis County appoints three members, with the remaining counties selecting one member each. Carlton, Cook, Koochiching, and Lake Counties have an additional member that rotates between these counties, every year.

DEMOGRAPHICS

1. Population changes between the years 2010 and 2022:

a. Carlton County	36,708	increased	+3.7%
b. Cook County	5,708	increased	+10.6%
c. Koochiching County	11,844	decreased	-11.1%
d. Lake County	10,939	increased	+0.8%
e. St. Louis County	199,532	decreased	-0.3%

2. The five ARC counties make up 4.63% of the state's total population.

3. The population for all ARC counties combined decreased 0.06% from the 2010 census and the 2022 census population, while the overall Minnesota population increased by 7.6% during the same period.

4. The five ARC counties of Carlton, Cook, Koochiching, Lake, and St. Louis are located in northeastern Minnesota's "Arrowhead Region."

5. Together the five counties encompass 17,217 square miles, which is 19.80% of the State's total area of 86,943 square miles.

RACE / ETHNICITY OF COUNTY POPULATION

Race	Carlton County	St. Louis County	Cook County	Koochiching County	Lake County
White	88.8%	92.1%	86.2%	93.4%	96.1%
Black or African American	1.9%	1.6%	1.6%	0.9%	0.5%
American Indian and Alaska Native	5.7%	2.4%	8.0%	2.7%	0.9%
Asian	0.7%	1.1%	1.0%	0.7%	0.6%
Native Hawaiian & Other Pacific Islander	--	0.1%	0.1%	--	--
Two or More Races	2.9%	2.8%	3.1%	2.4%	1.9%
Hispanic or Latino	2.0%	2.0%	2.8%	1.5%	1.9%
White, not Hispanic or Latino	87.6%	90.6%	84.5%	92.3%	94.5%

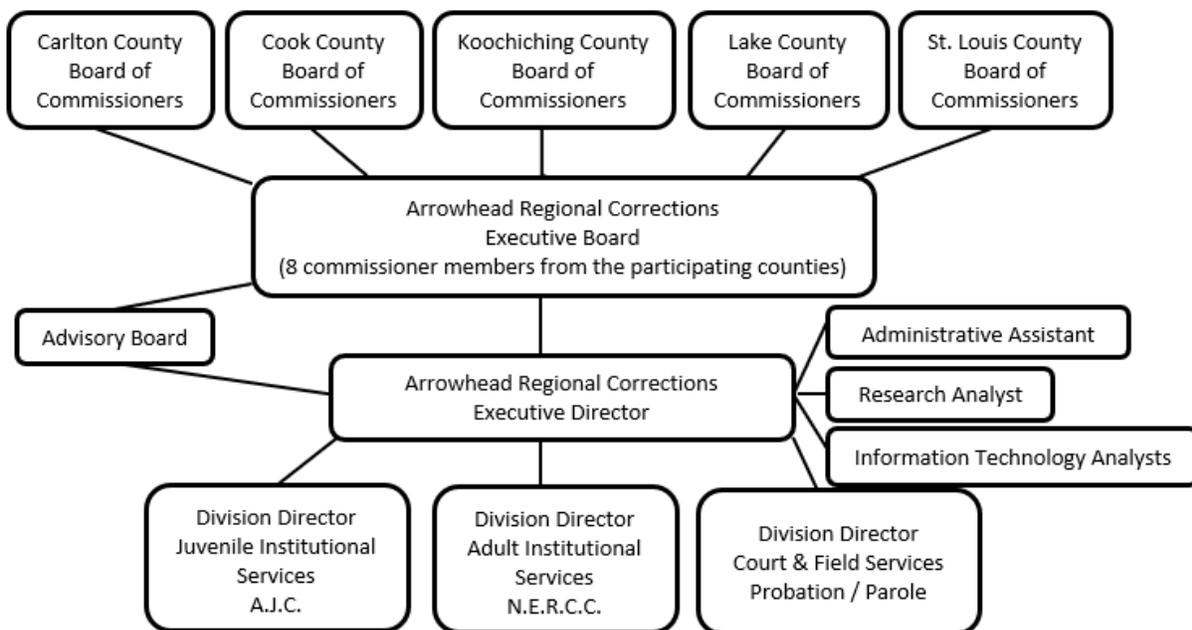
ADMINISTRATION AND ORGANIZATION OF CORRECTIONAL SERVICES

Arrowhead Regional Corrections is organized around four departments: Administration, Court and Field Services, Adult Institutional Services, and Juvenile Institutional Services. In addition, coordination of Community Corrections Act functions is provided by the Executive Director of ARC. Overall responsibility for ARC rests with the ARC Board, Executive Director, Division Director of NERCC, Division Director of AJC and the Division Director of Court & Field Services; along with the various task forces, and representatives of such areas as law enforcement and the judiciary.

Executive Board members and Advisory Board members and their affiliations, brief descriptions of administrative support services, and an organizational chart are presented on the following pages.

ADMINISTRATION: The administration of Arrowhead Regional Corrections is coordinated by the Director of ARC, who works with the Division Directors of NERCC and AJC, and the Division Director of Court & Field Services. The Director reports to the Arrowhead Regional Corrections Executive Board.

The administration of Arrowhead Regional Corrections provides overall direction for ARC and coordinates the various departments and functions of the ARC Board.



The Advisory Board members are representative of all the ARC member counties in the following areas: corrections, education, ethnic minorities, judiciary, law enforcement, prosecution, social services, and lay citizens.



Advisory Board Members by County:

Beth Burt - Public Member - St. Louis
Paul Coughlin - Jail Administrator - Carlton
Carl Crawford - Public Member - St. Louis
Bob Grytdahl - Public Member - St. Louis
Judge Dale Harris - District Court Judge
Dave Hegg - Public Member - St. Louis
Portia Johnson-Vice Chair-St. Louis-Ethnic
Scott Larson - Public Member - Lake
Dan Lew - Public Defenders Office - St. Louis
Gordon Ramsey - St. Louis County Sheriff

Kim Maki - St. Louis County - Prosecution
Brian McBride - Public Member - Koochiching
William Myers - Public Member - Cook
Calvin Saari - Chair - Corrections
Mark Smith - Liaison - DOC
Rick Smith - Public Member - St. Louis
Terry Smith - Public Member - St. Louis
Tawny Smith-Savage - FDL - Social Services
Dr. Rob Weidner - St. Louis - Education

STAFF COMPLEMENT:

1 – Executive Director	Wally Kostich
1 – Administrative Assistant	Julie Peters
1 – Division Director of the Arrowhead Juvenile Center	Becky Pogatchnik
1 – Division Director of Court & Field Services	Phillip Greer
1 – Division Director of the Northeast Regional Corrections Center	Kathy Lionberger

STAFF DEVELOPMENT: Staff training is coordinated by the management team, the Evidence Based Practices Committee, and recommendations from staff.

The main function of staff development is to service the expressed training needs of corrections personnel, which will enable them to develop job-related skills, knowledge, and attitudes to maximize their effectiveness in the competent professional delivery of correctional services.

Each full-time employee of ARC is required to obtain 40 hours of training annually. ARC also requires each employee to receive mandatory training in cultural diversity, sexual harassment, and employee safety.

STAFF COMPLEMENT: Not Applicable

RESEARCH / MANAGEMENT INFORMATION SYSTEMS: The ARC Research and Information Technology systems staff are organized under the Director of Arrowhead Regional Corrections. IT and research staff work with all ARC departments.

The Research/Information Technology Systems unit provides overall direction for ARC information systems and provides research related activities as assigned by the ARC Director.

STAFF COMPLEMENT: 1 - Information Technology Analyst
1 - Information Technology Coordinator
1 - Research Analyst
1 - Evidence Based Practices Coordinator

OVERVIEW OF SUPERVISION POPULATION

Pre-trial Population											
	<u>Adult</u>	<u>Gross</u>						<u>Native</u>			<u>Hispanic</u>
	<u>Felony</u>	<u>Misd.</u>	<u>Misd.</u>	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>American</u>	<u>Asian</u>	<u>Other</u>	<u>Origin</u>
2020	492	208	157	661	196	619	93	142	2	1	25
2021	458	199	134	574	217	529	92	168	1	1	22
2022	412	179	132	532	191	501	80	141	1	-	13
	<u>Juvenile</u>			<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>Native</u>	<u>Asian</u>	<u>Other</u>	<u>Hispanic</u>
								<u>American</u>			<u>Origin</u>
2020	<u>Juvenile</u>			69	21	45	23	21	-	1	2
2021				25	6	21	4	6	-	-	2
2022				43	21	27	18	17	-	2	3
Probation Population											
	<u>Adult</u>	<u>Gross</u>						<u>Native</u>			<u>Hispanic</u>
	<u>Felony</u>	<u>Misd.</u>	<u>Misd.</u>	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>American</u>	<u>Asian</u>	<u>Other</u>	<u>Origin</u>
2020	2,397	1,090	453	3,052	888	3,005	335	577	19	4	57
2021	2,489	1,085	462	3,077	959	3,100	334	580	20	2	58
2022	2,442	1,176	380	3,045	953	3,042	360	571	21	4	61
	<u>Juvenile</u>			<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>Native</u>	<u>Asian</u>	<u>Other</u>	<u>Hispanic</u>
								<u>American</u>			<u>Origin</u>
2020	<u>Juvenile</u>			95	34	87	16	25	-	1	2
2021				89	44	82	24	26	1	-	3
2022				91	32	77	22	23	1	-	5
Supervised Release, Parole, Intensive Supervised Release											
	<u>Adult</u>	<u>Gross</u>						<u>Native</u>			<u>Hispanic</u>
	<u>Felony</u>	<u>Misd.</u>	<u>Misd.</u>	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>American</u>	<u>Asian</u>	<u>Other</u>	<u>Origin</u>
2020	504	-	-	457	47	346	69	85	4	-	4
2021	460	-	-	413	47	330	52	74	4	-	4
2022	446	-	-	405	41	337	50	48	1	-	4

CY 2022 AVERAGE CASELOAD SIZES BY CASELOAD TYPE:

Case Type	Average Caseload Size (Per Agent by Type)
Supervision - Juvenile	12
Supervision - Adult	58
Supervised Release	27

Case Type	Number of Clients as of 1/1/2022
Pre-Trial	1,449
Transfer	327

CY 2022 PERCENTAGE AND NUMBER OF PROBATION CLIENTS BY RISK LEVELS:

Risk Level	Number of Clients	% of Clients
High	717	14%
Medium	1,121	22%
Low	1,371	27%
Unclassified	1,790	36%

CY 2022 OUTCOMES:

- Percent of adult probation cases successfully closed and unsuccessfully closed:
 - o 85% successfully closed
 - o 15% unsuccessfully closed
- Percent of juvenile probation cases successfully closed and unsuccessfully closed:
 - o 99% successfully closed
 - o 1% unsuccessfully closed

STRATEGIC PLANNING

Arrowhead Regional Corrections continues to focus on quality assurance measures to ensure adherence to evidence based practices. Please see the following table for detailed descriptions of ARC's goals and strategies. All referenced recidivism reports are available on the ARC website www.arrowheadregionalcorrections.org .

Community Safety

Goal 1. Reduce Recidivism in the Arrowhead Regional Corrections Region

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Measure non-recidivism rates for adult and juvenile probation clients up to three years post-discharge.	Measure % of juvenile clients not convicted of a new offense within three years of discharge from probation supervision.	No statewide juvenile probation recidivism data available.	92% (felony only) & 70% (any level) (2023 ARC Juvenile Probation Recidivism Report).
	Measure % of adult clients not convicted of a new offense within three years of discharge from probation supervision.	82% statewide rate & 85% NE MN regional rate (felony only – 2021)	94% (felony only) (2022 ARC Adult Probation Recidivism Report).
Objective 2	Activities	Performance Target	Most Recent Outcome/Progress
Measure non-recidivism rates for NERCC clients.	Measure % of NERCC clients not convicted of a new offense within three years of discharge.	61% statewide (felony only - 2021).	83% (felony only) (2021 NERCC Recidivism Report).
Objective 3	Activities	Performance Target	Most Recent Outcome/Progress
Measure the non-recidivism rate for Arrowhead Juvenile Center.	Measure % of AJC clients not convicted of a new offense within one year of discharge from AJC treatment programs.	84% statewide (felony only - 2014).	86% (felony only) (2022 AJC Interim Treatment Outcome Report).
Objective 4	Activities	Performance Target	Most Recent Outcome/Progress
Measure the non-recidivism rate for Female Offender Program.	Measure % of Bethel Female Offender Program clients not convicted of a new offense within three years of discharge.	70% statewide (felony only - 2021).	90% (felony only) (2021 Bethel Female Offender Program Recidivism Report).
Objective 5	Activities	Performance Target	Most Recent Outcome/Progress
Include data on the intersectionality of race and gender in recidivism reports.	Measure the recidivism rate by the combination of race and gender.	Unknown.	The 2019 AJC Treatment Program Recidivism Report found a higher rate of recidivism among Native American girls. The 2023 Juvenile Probation Recidivism Report found a higher recidivism rate among Black females. For adults, recidivism rates are higher among males of all races than for females.

Goal 2. Incorporate risk assessment scores & categories into supervision & treatment strategies

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Use LS/CMI and YLS/CMI to assess targeted client risk of re-offending.	Measure the % of LS/CMI and YLS/CMI assessments completed in compliance with agency standards.	90% of sampled assessments are in compliance.	The latest Adult & Juvenile Probation Recidivism Reports showed 70% of LS/CMI in compliance. NERCC Recidivism study results showed 79% of LS/CMI assessments in compliance.
Objective 2	Activities	Performance Target	Most Recent Outcome/Progress
Ensure staff are well trained in Evidence Based Practice risk assessment tools.	Ensure ARC has at least two in-house certified LS/CMI trainers and one certified YLS/CMI trainer.	Two certified LS/CMI trainers and one certified YLS/CMI trainer.	In 2023, ARC continues to have two LS/CMI trainers and one YLS/CMI trainer.
	Ensure all appropriate staff attend LS/CMI or YLS/CMI initial and booster training.	80% will attend initial or booster training each year.	Probation Officers attend the Statewide Training Academy to complete initial LS/CMI training. ARC facilitated a virtual LS/CMI booster in 2023 for ARC staff and other agents around the state.
Objective 3	Activities	Performance Target	Most Recent Outcome/Progress
Improve inter-rater reliability of LS/CMI and YLS/CMI scoring.	Conduct quarterly quality assurance quizzes to analyze and improve assessment scoring.	90% participation and proficiency scores.	The most recent results from internal scoring assessment quizzes: 89% participation and 85% proficiency.
Objective 3	Activities	Performance Target	Most Recent Outcome/Progress
Hold adult probation clients accountable for their anti-social behavior. Reward adult probation client's pro-social behavior.	Develop a "Graduated Response Grid" for adult probationers who violate their probation conditions or court orders. Review and distribute list of positive reinforcements from Case Planning Resource Guide.	A "Graduated Response Grid" will be developed. The list of positive reinforcements will be reviewed and distributed.	This objective will be met using the MACCAC Graduated Response Grid that is currently in development with participation by ARC.

Community / Victim Restoration

Goal 1: Promote the compensation of victims and restoration of community by offenders

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Increase offenders' compliance with community service obligations. Increase opportunities for AJC & NERCC residents to contribute to the local community.	% of clients with community service completed by discharge from probation.	80%	94% (2022)
	Total community service hours worked.	4,500 hours.	132 clients performed a total of 5,031 hours of community service (2022).
	Total juvenile work crew hours worked.	4,500 hours.	200 youth worked a total of 2,462 hours on juvenile work crews (2022).

Assist Offenders to Change

Goal 1. Integrate culturally responsive programming into services for ARC offenders.

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Collaborate with community cultural resources to provide responsive programming for minority clientele.	Continue to involve staff in task forces charged with reducing Disproportionate Minority Contact.	ARC staff will continue to be involved in the Sixth Judicial District Equal Justice Committee.	ARC continues to be an active member of the Sixth Judicial District Equal Justice Committee, attending quarterly meetings, participating in community forums, and contributing to research. A first draft of a probation revocation study has been completed, with further evaluation and analyses needed.
	Ensure all ARC staff receive diversity training.	Schedule regular diversity training sessions for staff. All staff will attend at least one annual diversity training session.	Staff are required to complete annual diversity training. For example, ARC is working with the MACCAC Race Equity Committee to achieve these training outcomes.

Goal 2. Integrate gender responsive programming into services for ARC offenders.

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Provide gender-responsive programming for female clientele.	Involve ARC staff in task forces charged with providing gender-responsive programming.	ARC will be represented on the statewide DOC Advisory Task Force on Justice Involved Women and Girls.	In 2023 the Court & Field Division had a staff member appointed to the Statewide Advisory Task Force on Justice Involved Women & Girls.
		Revitalize the ARC Justice Involved Females (JIF) Committee, adding additional ARC staff & community members.	The ARC JIF committee continues to meet on a routine basis. The previously developed resource guide is a living document that outlines local resources & methods to obtain services and assistance. It is updated as resources and providers change within the community.
	Expand gender-specific Cognitive-Behavioral Change groups at AJC, Bethel Female Offender Program, and in the community.	Provide <i>Girls Moving On</i> and <i>Moving On</i> groups for females in the institutions & groups in the community for probation & supervised release female clients. Train additional staff & community members to facilitate these groups.	While gender-responsive programming is provided in the institutions, a work-related injury has prevented the <i>Moving On</i> facilitator from running the program during the past year.
	Ensure all staff who work with female offenders receive gender-responsive training.	Offer additional in-house or community-based gender-specific and trauma-informed care training for ARC staff.	In 2022, 13 staff attended a gender responsive training session. The Justice Involved Females committee meets regularly, & research specific training opportunities & services are available for women under probation supervision. They have created a resource guide of services in our area.
	Develop additional gender-specific probation caseloads throughout ARC.	Identify and train additional probation officers to provide gender-responsive services to all female caseloads.	ARC is seeking research based appropriate training for staff to be trained in gender-responsive caseload management to expand the number of offender-specific caseloads across ARC. We have added gender-specific supervision for Female offenders in the Koochiching County Borderland Substance Abuse Court.

Goal 3. Provide responsive programming for clients being served by ARC

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Provide cognitive-based treatment services for clients.	Refine policies that define which target populations will be referred to Cognitive Behavioral Self-Change Groups. Explore options for providing cognitive programming in every ARC county.	Objective criteria for referral to cognitive behavioral groups will be refined. A random review of the targeted population at AJC, NERCC and Court & Field, will show at least 75% were assigned to cognitive behavioral groups. Cognitive programming will be offered in every ARC county.	<i>Decision Points</i> is offered in Duluth, Hibbing, Virginia & Carlton for adults and juveniles. <i>Decision Points</i> is offered to juvenile work crew participants in Duluth, Northern St. Louis County and Carlton County. The North Shore Substance Use Recovery Court clients in Lake & Cook Counties are participating in MRT, facilitated by a CD counselor from Cook County, utilizing remote technology.
	Ensure the staff facilitating cognitive behavioral change groups have been trained.	75% of the staff facilitating the cognitive behavioral change groups will have completed the basic cognitive training.	In 2022, six staff attended a <i>Carey Guides</i> training session. Four staff attended a <i>Decision Points</i> training event. Eight staff attended either a Motivational Interviewing 1 or Motivational Interviewing 2 training session. All cognitive behavioral change group facilitators have completed cognitive skills training.
	Send at least one staff person each to Cognitive Behavioral Group and <i>Carey Guide</i> “train the trainer” sessions to become certified trainers.	Two Cognitive Behavioral Group in-house trainers and two <i>Carey Guide</i> in-house trainers.	In 2022 we had one <i>Carey Guide</i> trainer and two <i>Decision Points</i> trainers. More trainers will become certified when “train the trainer” sessions become available.
Objective 2	Activities	Performance Target	Most Recent Outcome/Progress
Engage clients in targeting behaviors and criminogenic needs through Motivational Interviewing (MI) techniques.	Send at least one staff person to Motivational Interviewing “train the trainer” training to become a certified trainer.	At least two certified Motivational Interviewing trainers.	In 2022 we had one Motivational Interviewing 1 & 2 trainer. As certification trainings become available for “training the trainer” sessions, we will continue to recruit for interested staff.
	Ensure all appropriate ARC staff attend Motivational Interviewing initial & booster trainings.	80% will attend initial or booster training each year.	Strategies are currently being developed for Communities of Practice sessions.

	Explore innovative ways of reinforcing motivational interviewing and effective communication techniques to reduce client recidivism.	Each division will develop alternatives to Learning Teams that will serve as Motivational Interviewing booster training.	ARC supervisors provide short topic training & micro learning sessions during staff meetings to reinforce motivational skills and effective communications. An employee was certified as a trainer in January of 2023 & continues to deploy MI for our staff.
Objective 3	Activities	Performance Target	Most Recent Outcome/Progress
Address clients' dynamic criminogenic risk factors in their case plans.	Set policies that define which target populations will require case plans.	Objective criteria for required "case planning" will be established. A random review of the targeted population will show at least 75% had case plans.	CSTS web is expected to be deployed mid-2024. We contracted with STI to provide training to staff in each office, who will serve as subject matter experts in the new module. Case planning capabilities are being activated and are expected to launch in 2024.
	Begin using the statewide case plan module in CSTS as soon as it becomes available.		
	Send two employees to Case Planning "train the trainer" sessions to become certified.	At least two ARC staff will become in-house trainers.	In 2022, ARC continued to have three in-house certified Case Planning trainers.
	Ensure all appropriate staff attend Case Planning initial & booster training.	80% of appropriate staff will attend initial or booster training each year	Efforts are ongoing to comply with the objective. Annual opportunities for case planning are available both in-house and through the statewide training academy.
Objective 4	Activities	Performance Target	Most Recent Outcome/Progress
Provide specialized services for domestic violence offenders.	Expand specialized adult domestic violence caseloads, where possible.	Provide a specialized domestic violence probation officer in the Carlton County office	In addition to the Duluth and Carlton based specialized domestic violence caseloads, our Hibbing office has a DV-specific agent who supervises all intimate partner DV cases. They have a DV-specific court calendar to track progress of DV clients while under probation supervision.
	Participate in specialized domestic violence courts, where possible.	A specialized domestic violence probation officer will be assigned to the domestic violence court.	The domestic violence court in Hibbing, started in 2019, mandates participants start domestic abuse programming within 30 days of sentencing. The DV probation officer maintains regular contact with service providers, victims, criminal justice partners, and provides updates to the court as needed.

Goal 4. Provide for the special needs of clients served by ARC.

Objective 3	Activities	Performance Target	Most Recent Outcome/Progress
Provide services for clients with mental health and/or substance use issues.	Expand specialized adult mental health probation caseloads, whenever possible.	Provide a specialized mental health probation officer in the Virginia office.	Our Duluth office now has an additional specialty court serving the needs of individuals with mental illness. One probation officer has been reassigned from traditional duties to support the misdemeanor plus mental health court.
	Participate in specialized adult substance use recovery courts, whenever possible.	Assign a probation officer to the Shore Substance Use Recovery Court.	ARC's Koochiching County office has expanded services to the Borderland Substance Abuse Court. One female agent has been partially assigned to the court for supervision of female offenders.
Objective 4	Activities	Performance Target	Most Recent Outcome/Progress
Begin the transition to becoming a trauma-informed agency.	Research the steps needed to become a trauma informed agency. Develop a plan for staff training, policies & procedures that will support being trauma informed.	Expand Trauma-Informed Correctional Care.	Efforts are being initiated in the Court & Field and AJC Divisions to adopt trauma-informed correctional care training.

Administrative

Goal 1. Ensure ARC Adheres to Evidenced Based Practices

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Identify a plan for implementing evidence-based practices agency-wide.	Establish agency-wide standards, provide staff training, & evaluate staff competence in the following areas: Motivational Interviewing, Assessing Criminogenic Risk & Need Factors, Case Planning & Cognitive Behavioral Interventions.	Provide at least one training session in Effective Alliance Traits for staff. Send at least two staff to Effective Alliance Traits sessions to become certified trainers.	ARC continues to be a leader in the state in this area. We continue to hold formal EBP meetings & continue to educate staff through weekly EBP email tips and exercises. An EBP Coordinator position has been added to our staffing complement.
	Implement the Effective Alliance Traits piece of evidence-based practices.		We have been researching options for Effective Alliance training opportunities.

Goal 2. Recruit and maintain a diverse workforce.

Objective 1	Activities	Performance Target	Most Recent Outcome/Progress
Increase the number of staff of color to more closely reflect the clientele we serve.	Recruit and hire people of color, as outlined in ARC policies.	Increase the number of employees of color each biennium.	In 2022 there were 11 employees of color employed by ARC, and in 2023 there were 15.
Objective 2	Activities	Performance Target	Most Recent Outcome/Progress
Actively recruit interns from local school districts and area community & four-year colleges.	Recruit interns and assign them to Probation, AJC and NERCC.	20 interns.	In 2023, 14 student interns throughout the agency.
Objective 3	Activities	Performance Target	Most Recent Outcome/Progress
Recruit and retain quality correctional employees.	<p>Improve and enhance advertising of job openings with an emphasis on technology.</p> <p>Encourage staff to attend job fairs sponsored by local schools and colleges, workforce centers, and veteran's organizations.</p> <p>Improve exit interviews as employees move on to other careers.</p>	<p>Increase the qualified applicant pool.</p> <p>Retain 75% of existing employees.</p>	<p>We continues to be challenged with employee recruitment. In 2022, we expanded recruitment efforts by participating in job fairs where available & by embedding the agency in the education process at local universities. ARC amended the minimum qualifications for job applicants to allow credit for internships done within our agency or other criminal justice partners. Community outreach is being done to enhance the applicant pool.</p> <p>Job opening announcements are sent to over 80 different education, employment, non-profit, government, cultural & corrections agencies. In addition, we held same-day interviews at local correctional job fairs.</p> <p>In 2022, over 80% of applicants who applied for open positions were qualified for the eligibility list. A review of qualifications for entry-level positions continues.</p>

PRE-TRIAL, DIVERSION AND OTHER SERVICES

ARC provides pre-trial services to the Courts in each of our jurisdictions. In each of our five counties probation officers utilize the Minnesota Pre-Trial Assessment Tool, revised, (MnPAT-R) to provide information to the courts for consideration of pre-trial release. The Court may order the release of individuals who have been charged with crimes/delinquent acts, and who are awaiting disposition or sentencing. These individuals are released by the Court under supervision with conditions. We currently has an Intensive Pre-Trial Release Program operating in St. Louis and Carlton Counties. Probation officers screen nearly all felony, and gross misdemeanor offenders for potential pre-trial release. The program's goal is to provide intensive community supervision of pre-trial defendants in lieu of incarceration in a local detention facility.

This program affords the opportunity for more defendants, who have not been convicted of a crime, to be released pre-trial. Reduction of the use of jail beds on pre-trial defendants has been realized, and individuals have the ability to begin programming and access community services prior to sentencing versus post sentencing. Intensive Pre-Trial Release provides enhanced supervision within the community in an effort to ensure public safety. In addition, in many circumstances strict house arrest or electronic monitoring (EM) is utilized to monitor the individual within the community.

When it appears that the defendant is not complying with the conditions of release, the probation officer first makes every effort to encourage and facilitate compliance, while balancing the need for safety for the community, the victim, and the defendant. If the defendant refuses to comply with the conditions of release, the probation officer may request a warrant or utilize an Order for Detention of Probationer to have the accused brought back into court. All IPTTR defendants are monitored on a phased system with minimum supervision standards ranging from two (2) to eight (8) minimum contacts per month.

Diversion services within the ARC counties are performed by the County Attorney offices. Offenders identified by the County Attorney's office as being eligible are diverted from the traditional court process and do not fall under the auspices or supervision of ARC.

ARC provides pre-sentence investigation services to the District Court as ordered by the Court, prior to pronouncing the sentence on the offender. The purpose of the pre-sentence investigation report is to provide the court with timely, relevant, and accurate data to identify the most appropriate correctional disposition, and to serve the needs of any correctional/treatment facility which may receive the offender. The pre-sentence investigation report also provides a valuable source of information not found elsewhere, provides a perspective from someone other than an attorney or party to the action, helps pull together and summarizes all of the vital non-legal aspects of the case, and provides an opportunity for a non-legal opinion relative to the facts surrounding the case. Probation officers conduct interviews with the offender and any victims, gather background information, research the defendant's prior record, research restitution issues and assess the offender's circumstances, character and amenability to supervision. A written report

to the court is prepared with recommendations. The completed PSI is e-filed with the Court, and the probation officer appears at the sentencing hearing to formally present their report. Typically, PSIs are ordered and completed within two to four weeks.

ARC prepares Pre-Disposition Investigations (PDI's) in juvenile cases. The court orders probation to complete an investigation of a juvenile prior to determining the disposition of their case. Probation officers conduct interviews with the juvenile, their family, any victims, gathers background information, research prior record, research restitution issues, and assesses the offender's circumstances, character and amenability to supervision. A written report to the court is prepared with recommendations and is submitted electronically. Probation officers appear at the disposition hearing to formally present their report. Typically, PDI's are ordered and completed within one month.

ARC provides conditional release services throughout our judicial jurisdictions, for offenders on Supervised Release (SR) and Intensive Supervised Release (ISR), as well as Challenge Incarceration Program (CIP) cases. We provide supervision to offenders reentering the Arrowhead Region from one of the state prison facilities. Supervision is provided according to the state of Minnesota protocols and standards. Our ISR unit, known as the Intensive Supervision Unit, provides non-traditional hour coverage of seven days per week / twenty-four hours per day. While the bulk of our ISU services are provided in St. Louis and Carlton counties, offenders in Koochiching, Lake and Cook counties are supervised by local agents with the assistance of the ISR unit. This unit is able to better meet the community needs for sanctions, safety and offender accountability including 24/7 coverage. DOC grant funding currently pays for six positions supervising the above noted offenders, however we currently have a staff complement of ten probation officers assigned to supervise this population of offenders.

NARRATIVE OF CORE INTERVENTIONS AND EVIDENCE-BASED PRACTICES PROGRAMMING

ARC utilizes a multitude of evidence-based instruments and risk assessment tools to assist them in assessing an individual's needs and risk to the community. These tools help provide the court and probation with research-based criteria to make sound correctional decisions. Some of the tools used include:

LS/CMI: A validated risk assessment tool to determine an offender's probability to continue to commit crimes. The LS/CMI involves an interview conducted with all felony offenders, gross misdemeanor and misdemeanor person offenses. The scoring guide is used, and the document is submitted and maintained on-line on the Statewide Supervision System (S3) website. The risk assessment information is used to assist in working with the offender and tailoring their supervision and case plan to their needs. Reassessments are completed upon significant offender changes or actions, and minimally on an annual basis.

YLS/CMI - A validated risk assessment tool to determine a juvenile's probability to continue to commit crimes. The YLS/CMI involves an interview conducted with all juvenile

felony offenders, gross misdemeanors, any person offenses, and any potential out-of-home placement clients. The scoring guide is used and the document is submitted and maintained on-line on the Statewide Supervision System website. The risk assessment information is used to assist in working with the juvenile and tailoring their supervision and case plan to their needs.

Mental Health Screening - ARC completes mental health screenings utilizing the MAYSI-2 screening tool as required by statute. The MAYSI-2 is an interview conducted with the juvenile if there is a judicial finding of delinquency, a finding that the juvenile has committed a third or subsequent petty offense, the juvenile is receiving child protective services, the juvenile is in an out-of-home placement beyond 30 days or the juvenile's parents have had their rights terminated. Referrals are made for additional mental health services when appropriate.

Chemical Dependency: Cases which have use of alcohol or drugs as a component of the crime such as DWI cases and other drug-related offenses have a CD Assessment (ASUD, SASSI) as a part of the pre-sentence investigation. In this assessment, probation officers look at previous treatment histories, impact of use on self and family and potential for future treatment. Up to 90% of offenders in some locations have chemical dependency issues. Following sentencing and placement on probation, many individuals are required to complete a comprehensive assessment to identify their individual needs and services to address their chemical health.

Domestic Abuse Assessment: Cases which arise out of a set of circumstances which involve violence in a relationship are screened for risk using the Ontario Domestic Assault Risk Assessment (ODARA). Factors considered are previous acts of violence, increasing level of violence, victim input, use of drugs and alcohol, and family history. The assessment is used to guide decisions on pre-trial release as well as sentencing and case planning.

Gambling Assessment: This assessment is required in cases of theft and theft related offenses. A screening is done by the probation officer using the Soggs Gambling Assessment during a PSI to see whether gambling is a contributing factor. If the offender screens high a referral is made for further assessment and possible formal intervention. The assessment is used to guide decisions at sentencing and in case planning.

Sex Offender Assessments: Sex offenders are referred to licensed therapist to complete statutorily required psycho/sexual evaluations. In addition, the probation officers use the Static 99, the ACUTE and the STABLE risk assessment tools to determine risk levels and supervision strategies.

Additionally, ARC ensures probation officers are trained in evidence-based approaches, including:

Motivational Interviewing - This training focuses on identifying the stages of change and practicing skills that assist offenders to move through the cycle of change.

Core Correctional Practices - A set of skills for probation officers that have been shown to help the therapeutic potential of rehabilitation and enhance positive outcomes for justice-involved individuals. These practices are not intended to replace intensive, cognitive-behavioral/social learning-based treatment, counseling, or programming outside of the probation/parole office; however, they can complement treatment and services being received by external providers, increasing dosage hours, or hours spent learning or practicing skills for positive behavior change commensurate to an individual's risk for recidivism.

Carey Guides - The *Carey Guides* include 33 handbooks that help probation officers use evidence-based practices (EBP) with their clients. There are Guides that specifically address offenders' criminogenic needs and Guides that address common case management issues. Each Guide follows a consistent format. The *Carey Guides* were developed based upon the research on cognitive behavioral interventions, social learning theory, effective risk reduction strategies, and the specific subject matter of the Guides (e.g., antisocial thinking, antisocial associates, problem solving, motivation, impulse control, female offenders, substance abuse, case management, etc.).

ARC uses the Case Plan Policy to ensure that offender risk and criminogenic needs are identified and addressed in an effort to lower risk and reduce recidivism. This policy is intended to focus the majority of resources on moderate and high-risk offenders and includes the elements of responsivity, case planning, motivational interviewing, case plan follow-up and documentation, staff training and quality assurance.

Written case plans are developed for high-risk felony and person-related gross misdemeanor adult offenders and clients who are participating in the NERCC or Female Offender program. Criminogenic needs shall be addressed by the case plan. These needs will "translate" into goal areas documented in the case plan. Case Plans are client driven and probation officers shall collaborate with the client in the client's identification of long-term goals (that address criminogenic needs). Ideally, the case plan will address the client's areas of highest risk/need, however; responsivity and client autonomy/choice determine the goals (criminogenic need areas) should be addressed at one time with four to six criminogenic needs addressed over the course of the client's involvement in the criminal justice/correctional system. Criminogenic needs shall be addressed regardless of length of supervision.

ARC participates in multiple specialty courts, which provide a non-traditional problem-solving approach to integrating treatment provision and criminal justice case processing. These courts work with multidisciplinary teams to offer treatment and other services to offenders, to reduce substance abuse and general recidivism. These specialty courts include:

Mental Health Courts: The Mental Health Court provides community supervision, a multi-disciplinary team approach, rapid response to violations of probation, and referring clients

to community resources. This specialty court serves felony offenders who are suffering with mental health and addiction issues requiring intensive treatment.

During 2023 a new specialty court, the *Misdemeanor Plus Mental Health Court*, was developed with the goal of impacting misdemeanor and gross misdemeanor repeat offenders, stabilizing people who are dealing with a severe mental health diagnosis (e.g. Schizophrenia) and get them out of the cycle of being on the streets and involved in the justice system.

Drug Courts: Drug Court is an intensive team approach to felony drug offenders. ARC has partnered with other criminal justice agencies and currently participates in four Drug Court teams in the region (Carlton County, Duluth, Range and Koochiching County). Drug courts provide intensive supervision, frequent drug testing, frequent court appearances, chemical dependency treatment, immediate consequences for program violations, and incentives for program compliance. The offender works through a multi-phase program and is involved with the Drug Court for approximately one year. The Shore Substance Use Recovery Court (or "SSURC") includes participants from both Cook and Lake Counties. SSURC handles cases involving non-violent drug and alcohol dependent offenders through intensive judicial supervision, case management, treatment, frequent random chemical testing, graduated sanctions and incentives.

DWI Courts: DWI Court is an intensive team approach to felony DWI offenders. ARC has partnered with other criminal justice agencies and currently participates in a DWI Court team in Duluth. DWI courts provide intensive supervision, frequent drug/alcohol testing, frequent court appearances, chemical dependency treatment, immediate consequences for program violations, and incentives for program compliance. The offender works through a multi-phase program and is involved with the DWI court for approximately one year.

Veterans Court: The South St. Louis County Veteran's Treatment Court (SSLVTC) operates in Duluth. The Veteran's Court is a problem-solving court designed for U.S. military veterans charged with felony offenses and struggling with addiction, serious mental illness and/or co-occurring disorders. The Court promotes sobriety, recovery and stability through a coordinated response that involves cooperation and collaboration with the traditional partners found in problem solving courts, with the addition of the U.S. department of Veterans Affairs Health Care networks, the Veterans Benefits Administration, volunteer veteran mentors, and veterans and veterans' family support organizations.

Girls Court: A specialty Court on the Iron Range serving juvenile females deemed to be at a higher risk. The Girls Court meets on a monthly basis to staff each participant's progress on conditions of probation, goals that have been established, and to check in with the participants themselves. Depending on the unique situation of each participant, connections are made with local service providers to ensure they are receiving the appropriate services to assist in their success moving forward in hopes of living a healthier lifestyle. Another goal of the Girls Court is to have successful, established females in the

area make presentations to the participants to show that with hard work, they too can achieve whatever they set their minds to.

Recognizing certain categories of offenders require a more structured and focused approach to supervision and casework, ARC has developed caseloads to address these needs and enhance the probation officer's ability to gain the knowledge base and expertise necessary. These caseloads include the following:

DWI: Nearly all regions of our agency have caseloads that focus primarily on DWI offenders. The Duluth and Carlton offices also have caseloads that specialize in felony DWI's. The interventions focus primarily on chemical dependency and driver license issues.

We also operate a very successful Ignition Interlock Program that is a model in the State of Minnesota. We currently have a three-quarter time probation officer assigned to deal with those offenders charged and convicted of alcohol/drug related charges that are required to participate in said program by the State of Minnesota. Benefits of this program include Increased supervision of this population of offenders through the use of the Ignition Interlock Device, real time notification of violations of driving conduct, and frequent urinalysis testing when ordered by the court, the ability for the offender to, in many cases, continue in their employment as a result of continued driving privileges and participation in the program, and enhanced public safety on our roadways through participation in the program

Drug Offenders: Duluth, Koochiching County and the Iron Range have specialized caseloads that focus on felony drug offenders. These caseloads are purposefully smaller and the probation officers work as part of the Drug Court team approach to supervision.

Sex Offenders: All regions of our agency have caseloads that specialize in the treatment and rehabilitation of sex offenders. These caseloads are purposefully smaller and the probation officer works closely with the sex offender treatment provider and aftercare worker.

Domestic Abuse: Duluth, Hibbing, and Virginia have caseloads which specialize in felony domestic assaults. The probation officer works closely with local law enforcement as well as area victim services providers.

Gender Responsive Caseloads: are employed in Duluth to provide gender responsive trauma informed supervision by probation officers specially trained in the needs of female offenders. Additional core interventions and services facilitated by ARC include the following:

Domestic Abuse Intervention Program (DAIP): ARC has staff trained in the DAIP curriculum who have the ability to co-facilitate groups or support the offerings of local DAIP providers. DAIP is a community-based protocol for intimate partner violence that aims to bring law enforcement, family law and social work agencies together in a

coordinated community response to work together to reduce violence against women and rehabilitate perpetrators of domestic violence.

Moving On: A program for at-risk women provides women with alternatives to criminal activity by helping them identify and mobilize personal and community resources. *Moving On* draws on the evidence-based treatment models of relational theory and cognitive-behavioral therapy. Program content is organized around four main themes: encouraging personal responsibility and enhancing motivation for change, expanding connections and building healthy relationships, skill enhancement, development, and maintenance, and relaxation and stress management skills.

Cognitive Skills Programming: Cognitive approaches are utilized to address an offender's thinking errors. *Thinking for a Change* and *Decision Points* are the primary curriculum delivered in a group format to a select group of medium and high-risk offenders. *Thinking for a Change* (T4C) is a cognitive-behavioral curriculum developed by the National Institute of Corrections, which was designed to change the criminogenic thinking of persons convicted of a crime. The program includes cognitive restructuring, social skills development, and development of problem-solving skills. *Decision Points* is a cognitive-behavioral intervention based on principles with broad based research support in reducing problematic behavior and recidivism. *Decision Points* addresses the risk-need-responsivity model of correctional interventions.

Sex Offender Treatment: ARC contracts with Illume North to provide treatment and intervention services for the sex offender population. Illume North is dedicated to preventing sexual abuse through the provision of comprehensive, evidence-based psychological treatment for individuals who have sexually harmed others, as well as community education and intervention geared toward youth and adults.

With these specialized caseloads, as with standard caseloads, interventions are utilized in lieu of revocation for minor and technical violations. ARC has a vibrant Community Sanctions Program implemented in all ARC counties. The program goal is to provide alternative sanctions in lieu of incarceration for offenders who violate their conditions of probation, anticipating benefits in reducing jail populations and the ability to deploy evidence-based practices to reduce recidivism. ARC is involved in the utilization of numerous strategies that provide a legitimate sanction for the offender in lieu of jail time when appropriate. ARC puts effort into developing such resources as well as staying current on new technologies available. Some of these resources include structured community service work for both juveniles and adults. The offender is placed on a supervised work crew managed by an ARC work crew facilitator. Work crews complete projects and perform work not only in forested areas but also in urban areas on projects that serve the public good. Electronic monitoring is utilized as a technology-based sanction. The offender wears a tracking device and their movement is restricted and monitored on a continual basis.

Services for female offenders are paramount for ARC. An active Justice Involved Females (JIF) Committee meets quarterly as an advisory and planning group. The JIF Committee

is focused on researching data and best practices related to female offenders. The committee makes recommendations about the overall needs and services of female offenders to the Executive Director and Executive Board. A variety of services and/or referrals are provided to adult and juvenile female offenders by all staff. These services include but are not limited to: the minimum-security Duluth Bethel Society's Women's Program (ARC contract), community restitution, financial counseling, counseling for domestic violence, chemical dependency, issues of self-esteem, career development, personal hygiene and nutrition. Referrals are also made to our contracted minimum secure programs concerning health, legal services, employment, and parenting, living skills, transportation, medical, personal, and psychological needs. Whenever possible, probation officers refer females to gender-responsive programming in the community (e.g. chemical dependency treatment). Probation officers make recommendations for placement in the Bethel Female Offender Program, when appropriate.

ARC provides culturally responsive services through partnerships and referrals to culturally specific community providers. Chemically dependent Native American clients are referred to Mash-ka-Wisen, a culturally specific program in Sawyer MN - Carlton County. ARC coordinates out-of-home placements with ICWA (Indian Child Welfare Act) and Fond du Lac Human Services. ARC is an active partner with Fond Du Lac Human Services and is a signatory member of the Fond Du Lac Human Services, Arrowhead Regional Corrections, Carlton County Public Health & Human Services Tribal/County Children and Family Services Agreement. This agreement provides for increased information sharing and shared case management. Additionally, ARC is working closely with the Bois Forte and Grand Portage Bands of Chippewa to develop coordinated services to populations upon those reservations.

Each ARC staff member is required to obtain a minimum of four hours of cultural diversity training on an annual basis.

ARC recognizes the importance of stable and adequate housing for our clients. This is a challenge in our region. The five counties that ARC serves have different resources and abilities to address this need for all offenders, but it is especially difficult for Level 3 sex offenders. In addition, many of the communities that we serve have enacted city ordinances restricting sex offender residency.

Resources that are available include The Duluth Bethel Work Release Program and ATTIC Correctional Services contract houses. In addition, our probation staff and transition planner at NERCC have developed contacts with local housing entities to assist our clients.

ARC focuses on maintaining and preserving existing resources, monitoring the expansion of restrictive residency ordinances and developing strong connections with community-based resources.

VICTIM CONCERNS

ARC takes consideration of victim input throughout an offender’s supervision, beginning in the early stages with the PSI. Probation officers conduct interviews with the victim(s) at the time of the PSI, gathering background information, victim impact, victim desire and restitution. This information is additionally utilized in case planning as well as referrals to community-based offerings, such as the Victim Impact Panel. This program is offered throughout ARC. It involves victims whose lives have been impacted by impaired driving behavior sharing their experiences with DWI offenders who are court ordered to attend the session. It is intended to raise the offenders’ awareness of the consequences of their behavior. ARC also works closely with the Program for Aid to Victims of Sexual Assault (PAVSA), receiving training in PAVSA services and referring victims for assistance. ARC works closely with the Victim Services staff of each County Attorney’s Office and offers training to probation staff on the obligations of our organization when it comes to dealing with the needs of victims and making them whole.

CORRECTIONAL FEES

Clients are responsible for paying correctional (supervision) fees as follows in 2022:

Offense Type	Amount	Intra & Inter-State Transfers
Felony	\$500	\$400
Gross Misdemeanor	\$400	\$300
Misdemeanor	\$300	\$200
If a client transfers into ARC with <1 year to serve on Probation they are assessed at the Misdemeanor level of \$200		
Imposed Fees	\$227,993	Includes all offense types
Collected Fees	\$257,009	Includes all offense types

*Collected fees include those paid by clients as well as revenue recapture.

CONTRACTED SERVICES AND PROPOSALS FOR NEW SERVICES

Vendor	2023	Description of Services
Duluth Bethel Society	\$342,000	Adult female offender residential programming.
Duluth Bethel Society	\$ -0-	Chemical Dependency Services-AJC.*
Duluth Institute	\$ 59,800	Clinical & preventive sex offender program -AJC.
Human Development Center	\$180,000	Mental health & psychiatric services at NERCC.
Human Development Center	\$114,000	Mental health & psychiatric services at AJC.
Illume North LLC	\$138,000	Programming for adult/juvenile sex offenders in community.**
Illume North LLC	\$100,000	Programming for adult sex offenders at NERCC.
Intoxilock #1A LifeSafer of Ohio	\$ 40,000	Ignition interlock services-MN Dept Public Safety grant.
Midwest Monitoring & Surveillance	\$ 77,000	Electronic monitoring-Pre-Trial Release clients.
Midwest Monitoring & Surveillance	\$ 19,500	Remote electronic alcohol monitoring-grant.

*Services funded through individual county Consolidated Chemical Dependency Treatment Fund.

**Under probation supervision.

All contracted services are implemented to focus on high-risk offenders, focusing on criminogenic needs in the design and delivery of treatment services, and provides treatment utilizing evidence-based tools and practices. Our Research Analyst routinely evaluates services and program outcomes through a variety of research reports and evaluations. We will continue to track outcomes for all of our programs in the next year.

In 2024 we plan to hire an Evidence Based Practices Coordinator to coordinate / facilitate the agency's EBP Core Correctional Practices, Motivational Interviewing I & II, LS/CMI, YLS/CMI, Case Planning, and other assessment tools. We will evaluate this effort after one year to ensure we are achieving our goals.

BUDGET / BUDGET NARRATIVE

On August 18, 2023, the ARC Board set the 2024 budget at \$30,361,007. Mandated staffing levels at the Arrowhead Juvenile Center and the Northeast Regional Corrections Center, as well as a caseload analysis for probation officers with juvenile and adult caseloads, were reviewed and included in the 2024 budget.

With an increase in the Community Corrections Act, approved by the legislature, we were able to hire an additional Information Technology Analyst, and are beginning to actively recruit for an Evidence Best Practices Coordinator. It is essential that our employees receive the required training needed to assess their clients' needs, risk of reoffending, and prepare case plans to help assist clients in leading healthier lifestyles.

We continue to research new grant funding opportunities and complete renewal applications for current grants. We are always looking for ways to provide the best possible services for the clients we serve.

HIGHLIGHTS

COURT AND FIELD SERVICES

In November 2023, ARC received a County Achievement Award from the Association of Minnesota Counties, which recognizes valuable innovations in county government. ARC was a recipient of this award along with the Fond du Lac Band Human Services department and Carlton County Public Health & Human Services department. In 2023, Carlton County, Fond du Lac Band of Lake Superior Chippewa and Arrowhead Regional Corrections completed a 12-page Agreement that guides agreed upon best practices, protocols and processes when working collaboratively with children and families. The agreement covers child welfare/child protection, child & adult mental health, adult protection, public health, and emergency preparedness.

During 2023, ARC, in conjunction with the Sixth Judicial District Court, realized a new specialty court for misdemeanants and gross misdemeanants with serious and persistent mental health issues. The Misdemeanor Plus Mental Health Court was developed with the goal of impacting misdemeanor and gross misdemeanor repeat offenders, stabilizing people who are dealing with a severe mental health diagnosis (e.g. schizophrenia) and removing them from the cycle of being on the streets and involved in the justice system.

In 2023 the Art Therapy Program for women was reinstated. This program began in 2019 and was shut down due to the pandemic. Art therapy is provided to female offenders in the Duluth area and is voluntary for participants. Facilitated dialogue coupled with art materials and techniques helps improve self-esteem, wellbeing and personal development of those with trauma and life challenges.

Due to supervisory changes in 2022, ARC's ISU unit (Supervised Release / Intensive Supervise Release) was reorganized under the umbrella of one sole supervisor for both our Northern and Southern jurisdictions. This provides for increased consistency in the expectations and supervision of those individuals on supervised release from the Department of Corrections. Additionally, with the addition of the NERCC Intervention Center agreement with the Department of Corrections, ARC's ISU unit has been able to utilize this local ARC resource to address release violations.

Lastly, during 2023 all offices throughout ARC's jurisdictions received training in the Administration of NARCAN, and all probation officers received training in using this critical tool to save lives in cases of overdose.

ARROWHEAD JUVENILE CENTER (AJC)

AJC continues to make improvements to living units, updating furniture, paint, and cabinets as needed. The floor was replaced in the Nursing Office and an Alto Sham was installed in the kitchen, allowing the preparation of a larger variety of healthy meals for residents. Cameras are updated on a regular basis, and additional high-quality cameras have been added to both field areas, the perimeter of the building, and detention. AJC secured a waiver from the MN Department of Health to use a Tek-84 body scanner for targeted searches where contraband is suspected.

An incentive level program has been implemented for residents, which includes the ability to earn special incentives each night, including karaoke, Nintendo Switch time, ice cream sundaes, and spa night and allows extra privileges for pro-social behavior and program compliance. In response to the MN Legislature's elimination of Disciplinary Room Time, AJC has implemented new policies and practices, effective January 1, 2024, and has expanded the use of the intake Risk Assessment Inventory (RAI) to all ARC counties' admissions.

AJC has established a partnership with the Conflict Resolution Center and Neighborhood Youth Services/Family Freedom Center to provide services to youth. The facility has also established a partnership with the Domestic Abuse Intervention Program to co-facilitate non-violence groups with our treatment boys.

AJC has increased the number of per diem youth in treatment programs, which offsets operational costs and assists other counties when placement options are so limited.

NORTHEAST REGIONAL CORRECTIONS CENTER (NERCC)

NERCC has teamed up with the Minnesota North Colleges Inspire program. Residents can attend college programs free of charge in the following programs: welding, heating, ventilation, and air conditioning (HVAC), culinary, carpentry, and a commercial driver's license (CDL).

A confidential satisfaction survey is completed by each resident upon release to measure personal satisfaction with programming, nursing, psychiatry, safety, discipline, and basic needs. In 2022, survey results showed a 96% positive satisfaction rate.

NERCC has partnered with the Department of Corrections in the placement of release violators on a restructured basis for 45 days to receive cognitive programming, vocational skills, and education instead of returning to prison.

NERCC residents volunteer thousands of community service work hours each year at the following nonprofit agencies: Second Harvest Food Shelf, Duluth Air Show, sandbag filling for flooding victims, Wirtanen Farms, Bentleyville, Disabled American Veterans, volunteer fire departments, road cleanup, cleanup of area landfills, and more. NERCC also donates over 5000 pounds of produce to area food shelves and other nonprofit organizations.

NERCC has a new state-of-the-art meat processing facility. The pigs, chickens, and turkeys that are raised by the residents at NERCC are processed in the meat processing facility, providing farm fresh meat to the residents at meals. This meat is also sold in the retail portion of the new facility. Additionally, NERCC processes area farmers' livestock, which not only produces revenue, but the resident workers obtain valuable skills in a combined partnership of the MN Department of Agriculture and NERCC educational component of meat cutting skills, which in turn leads to the pursuit of employment in the community after release.

Arrowhead Regional Corrections
 2024-2025 Comprehensive Plan
 Probation Officers

	<u>Salary Range</u>			<u>Number</u>
Probation Officer I	\$25.82	to	\$39.55 *	<u>14</u>
Probation Officer II	\$28.76	to	\$39.55 *	15
Probation Officer III	\$30.97	to	\$39.55 *	<u>68</u>
				<u>97</u>

*Includes Longevity Steps

PAY PLAN WB

ARROWHEAD REGIONAL CORRECTIONS
Basic Unit - 2024 PAY PLAN Reflects a 3.00% Increase Plus a 3% Market Adjustment
EFFECTIVE 12/16/2023

<u>Grade</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>L (1)</u>	<u>L (2)</u>	<u>L (3)</u>	<u>L (4)</u>	<u>L (5)</u>	<u>L (6)</u>
W01	14.23	14.76	15.29	15.81	16.36	16.95	17.54	18.15	18.77	19.45	20.13	20.88	21.30
W02	14.76	15.29	15.81	16.36	16.95	17.54	18.15	18.77	19.45	20.13	20.88	21.66	22.09
W03	15.29	15.81	16.36	16.95	17.54	18.15	18.77	19.45	20.13	20.88	21.66	22.40	22.85
W04	15.81	16.36	16.95	17.54	18.15	18.77	19.45	20.13	20.88	21.66	22.40	23.26	23.73
W05	16.36	16.95	17.54	18.15	18.77	19.45	20.13	20.88	21.66	22.40	23.26	24.03	24.51
W06	16.95	17.54	18.15	18.77	19.45	20.13	20.88	21.66	22.40	23.26	24.03	24.92	25.42
W07	17.54	18.15	18.77	19.45	20.13	20.88	21.66	22.40	23.26	24.03	24.92	25.82	26.34
W08	18.15	18.77	19.45	20.13	20.88	21.66	22.40	23.26	24.03	24.92	25.82	26.78	27.32
W09	18.77	19.45	20.13	20.88	21.66	22.40	23.26	24.03	24.92	25.82	26.78	27.74	28.29
W10	19.45	20.13	20.88	21.66	22.40	23.26	24.03	24.92	25.82	26.78	27.74	28.76	29.34
W11	20.13	20.88	21.66	22.40	23.26	24.03	24.92	25.82	26.78	27.74	28.76	29.89	30.49
W12	20.88	21.66	22.40	23.26	24.03	24.92	25.82	26.78	27.74	28.76	29.89	30.97	31.59
W13	21.66	22.40	23.26	24.03	24.92	25.82	26.78	27.74	28.76	29.89	30.97	32.15	32.79
W14	22.40	23.26	24.03	24.92	25.82	26.78	27.74	28.76	29.89	30.97	32.15	33.37	34.04
W15	23.26	24.03	24.92	25.82	26.78	27.74	28.76	29.89	30.97	32.15	33.37	34.68	35.37
W16	24.03	24.92	25.82	26.78	27.74	28.76	29.89	30.97	32.15	33.37	34.68	36.02	36.74
W17	24.92	25.82	26.78	27.74	28.76	29.89	30.97	32.15	33.37	34.68	36.02	37.32	38.07
W18	25.82	26.78	27.74	28.76	29.89	30.97	32.15	33.37	34.68	36.02	37.32	38.77	39.55
W19	26.78	27.74	28.76	29.89	30.97	32.15	33.37	34.68	36.02	37.32	38.77	40.26	41.07
W20	27.74	28.76	29.89	30.97	32.15	33.37	34.68	36.02	37.32	38.77	40.26	41.78	42.62
W21	28.76	29.89	30.97	32.15	33.37	34.68	36.02	37.32	38.77	40.26	41.78	43.41	44.28
W22	29.89	30.97	32.15	33.37	34.68	36.02	37.32	38.77	40.26	41.78	43.41	45.05	45.95
W23	30.97	32.15	33.37	34.68	36.02	37.32	38.77	40.26	41.78	43.41	45.05	46.76	47.70
W24	32.15	33.37	34.68	36.02	37.32	38.77	40.26	41.78	43.41	45.05	46.76	48.57	49.54
W25	33.37	34.68	36.02	37.32	38.77	40.26	41.78	43.41	45.05	46.76	48.57	50.44	51.45
W26	34.68	36.02	37.32	38.77	40.26	41.78	43.41	45.05	46.76	48.57	50.44	52.37	53.42
W27	36.02	37.36	38.77	40.26	41.78	43.41	45.05	46.76	48.57	50.44	52.37	54.38	55.47

APPENDUM B

Longevity 1 after completion of 10 years
 Longevity 2 after completion of 12 years
 Longevity 3 after completion of 16 years
 Longevity 4 after completion of 20 years
 Longevity 5 after completion of 24 years
 Longevity 6 after completion of 26 years

MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
(nearest dollar)

County/Group: Arrowhead Regional Corrections

Budget Year: CY 2024

Consolidated Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				22,727,268
Service & Contractual				5,954,646
Travel				-
Training				-
Supplies & Materials				1,679,093
Capital Outlays				-
*Other Services (specify below)				-
Direct Budgeted Expenses				7,274,624
Use of State Institutions	-	-	-	-
Total Budgeted Expenses	7,274,624	21,132,120	1,954,263	30,361,007

<i>For Internal Use Only:</i>	
Fiscal Services Grant Administrator Approval & Date	
Date Notified Grants Administrator	

MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
(nearest dollar)

County/Group: Arrowhead Regional Corrections

Budget Year: CY 2024

Budget for Subsidy Program: Administration

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				369,663
Service & Contractual				2,354,165
Travel				
Training				
Supplies & Materials				10,100
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	644,532	2,010,396	79,000	2,733,928
Use of State Institutions				-
Total Budgeted Expenses	644,532	2,010,396	79,000	2,733,928

Budget for Subsidy Program: Training

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				2,000
Service & Contractual				118,700
Travel				
Training				
Supplies & Materials				9,100
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	145,492	(16,192)	500	129,800
Use of State Institutions				-
Total Budgeted Expenses	145,492	(16,192)	500	129,800

Budget for Subsidy Program: Adult Facilities

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				5,475,539
Service & Contractual				1,489,008
Travel				
Training				
Supplies & Materials				1,159,900
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	-	7,745,653	378,794	8,124,447
Use of State Institutions				-
Total Budgeted Expenses	-	7,745,653	378,794	8,124,447

MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
(nearest dollar)

County/Group: Arrowhead Regional Corrections

Budget Year: CY 2024

Budget for Subsidy Program: Court & Field Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				11,630,444
Service & Contractual				1,213,173
Travel				
Training				
Supplies & Materials				148,400
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	6,193,615	6,299,031	499,371	12,992,017
Use of State Institutions				-
Total Budgeted Expenses	6,193,615	6,299,031	499,371	12,992,017

Budget for Subsidy Program: Research & Technology

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				203,025
Service & Contractual				184,129
Travel				
Training				
Supplies & Materials				98,780
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	290,985	194,949	-	485,934
Use of State Institutions				-
Total Budgeted Expenses	290,985	194,949	-	485,934

Budget for Subsidy Program: Juvenile Facilities

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				4,102,787
Service & Contractual				569,871
Travel				
Training				
Supplies & Materials				245,600
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	-	4,586,587	331,671	4,918,258
Use of State Institutions				-
Total Budgeted Expenses	-	4,586,587	331,671	4,918,258

MINNESOTA DEPARTMENT OF CORRECTIONS
COMMUNITY CORRECTIONS ACT
COMPREHENSIVE PLAN BUDGET
(nearest dollar)

County/Group: Arrowhead Regional Corrections

Budget Year: CY 2024

Budget for Subsidy Program: Specialty Court (Drug, DWI, ETC)

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				328,812
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	-	106,185	222,627	328,812
Use of State Institutions				-
Total Budgeted Expenses	-	106,185	222,627	328,812

Budget for Subsidy Program: Supervised Release Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				614,998
Service & Contractual				
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	-	205,511	442,300	647,811
Use of State Institutions				-
Total Budgeted Expenses	-	205,511	442,300	647,811

NOTES:
