

# Cottonwood County Comprehensive Plan

February 12, 2024

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## Introduction

Cottonwood County is located in the southwestern part of the state of Minnesota, with a current population of 12,167 and covers an area of 636 square miles. The county seat is the city of Windom and agriculture plays a major role in the county’s economy.

Cottonwood County was named for the Cottonwood River, which touches the northeast corner of Germantown Township in Cottonwood County. The river was named for the abundance of cottonwood trees on its banks. At the time of the organization, Minnesota Governor Austin appointed three county commissioners. Their first meeting was held at a private home located about six miles northwest of Windom on the Des Moines River at Big Bend. At this meeting, the commissioner districts were designated and various county officers were changed. The first general election was held in the fall of 1870.

Race and Hispanic Origin	Cottonwood
White alone, percent	89.80%
Black or African American alone, percent(a)	1.70%
American Indian and Alaska Native alone, percent(a)	1.00%
Asian alone, percent(a)	4.50%
Native Hawaiian and Other Pacific Islander alone, percent(a)	0.90%
Two or More Races, percent	2.20%
Hispanic or Latino, percent(b)	10.20%
White alone, not Hispanic or Latino, percent	81.80%

Geography	
Population per square mile, 2020	18
Land area in square miles, 2020	639.97
FIPS Code	27033

## Administration and Organization of Correctional Services

### *DOC Vision*

Achieving justice through promotion of racial equity, restoration from harm, and community connectedness

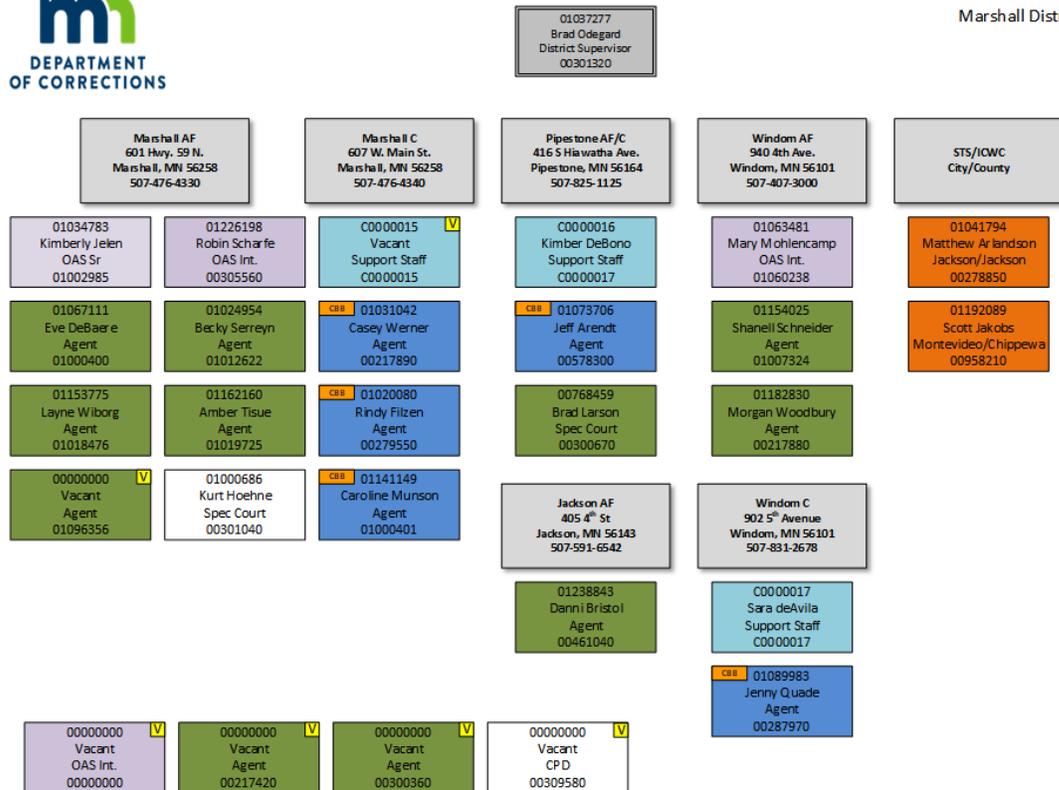
### *DOC Mission*

Transforming lives for a safer Minnesota

# District Organization Chart



Marshall District Org Chart



The Minnesota Department of Corrections (DOC) provides felony and supervised release supervision in 51 of the 87 Minnesota counties, and in 30 of those counties, the DOC also provides juvenile, and misdemeanor sentenced supervision. On any given day there are approximately 20,000 persons under probation and supervised release supervision. In addition, the DOC provides Intensive Supervised Release (ISR) supervision in 75 of the 87 counties for those persons that are released from prison with the highest level of risk for repeat sexual and violent offenses. The DOC also provides supervision in 82 of our 87 counties for those persons released from prison early to serve their time in the community after participating in the DOC Challenge Incarceration Program (CIP). Lastly, the DOC operates 21 Sentence to Service (STS) crews across the state.

Cottonwood County is part of the Department of Corrections, Marshall District, which also includes Lincoln, Lyon, Murray, Pipestone, and Jackson Counties as well as two Community Corrections Act agencies (6W Community Corrections and Rock/Nobles Community Corrections).

There are three agents housed in the Windom Felony office along with two support staff and a team of 4 ISR agents. There is one agent and a support staff housed in the Windom Contract office. The agent in the Windom Contract office provides supervision of clients on Misdemeanor/Gross Misdemeanor adult supervision as well as all juvenile supervision in Cottonwood County and is housed in the basement of the Cottonwood County Law Enforcement Center. A County support staff provides administrative support for this agent.

The Windom Felony office houses an agent who provides probation supervision to adult clients residing in Cottonwood County, as well as those released from prison. A second agent provides supervision to clients in the northern half of Cottonwood County as well as Murray and Pipestone Counties who have been convicted of sex related offenses. A third agent in the office provides supervision to clients in the southern half of Cottonwood County, as well as Jackson County, who have been convicted of sex related offenses. Support for these agents is provided by the two support staff housed in the Windom Felony office.

A team of 4 Intensive Supervised Release (ISR) agents provide supervision of our highest risk clients released from prison in Southwest Minnesota including Cottonwood County. Support for the ISR agents is provided by a support staff in the Windom Felony office as well as second support staff within the Department of Corrections.

## Advisory Board

Jason Purrington	Cottonwood County Sheriff
Kelly Thongvong	Cottonwood County Coordinator
Kevin Stevens	Cottonwood County Commissioner
Craig Meyers	Des Moines Valley Health and Human Services
Samantha Hopwood	Agape Counseling Center
Sara Wahl	Southwest Crisis Center
Honorable Christina Wietzman	

\*Board members will be added in the future to meet statutory board participant requirements.

## DOC Training Requirements:

Agents new to the DOC participate in a Statewide Training (STA) Academy. STA is spread out over three months, is hybrid in nature (courses in person & virtual platform) and consists of over 140 hours of instruction on evidence best practices (EBP) and how to effectively work with persons under supervision to assess and reduce their probability for future criminality, agent safety, as well as other general knowledge courses. Agents are required to complete 40 hours of training each year; 20 of which are to be EBP related. STS crew leaders are required to complete 40 hours of training, which includes an annual two-day Advanced Crew Leader training at Camp Ripley with instruction on chainsaws, tree felling, small engine repair, safety, and best approaches to working with clients and stakeholders. Support staff are required to complete 16 hours of training relevant to their position. See the FY 24 required training for Field Services in Appendix A.

## Overview of Supervision Population

See Appendix C

## Strategic Planning at the State Level

Each county may have goals addressing specific needs in their community. As an agency, Field Services' main approach to transforming lives is targeting the drivers of criminality and providing interventions to address those needs to lower that person's level of risk for criminality. As with most agencies, it is not

just knowing what those strategies are, but who to prioritize for resources and how to effectively implement those strategies with high fidelity within an organization that leads to greater success.

### Use of Evidenced Based Practices with fidelity: (Normative Feedback)

All DOC Supervisors attended the Alliance for Community and Justice Innovation (ACJI's) Implementation Leadership Academy on best approaches to implementation and sustaining culture change and will continue with coaching from ACJI. For all DOC counties, one of the main objectives is to continue to ensure that staff are using evidenced best practices with fidelity. In fiscal year 2024, all DOC counties will be ensuring that staff review the risk assessment results with the person being assessed. (Normative Feedback). This helps the person under supervision have a better understanding of behaviors and thinking that place them at risk for ongoing criminality.

The supervisor and all agents within the DOC Marshall District have been involved in the implementation of skill building practices to enhance staff's ability to effectively provide Normative Feedback to clients. Specifically, three career agents within the district, have led their own group of agents to come up with ideas and strategies how supervising agents can best implement a process to guide each client toward an area of focus in their lives. Each of these groups have met on numerous occasions to not only discuss a path to move forward, but to practice skills to enhance each agent's ability and confidence when providing Normative Feedback. Agents have found it helpful to work together to learn as a group and to provide feedback to each other. Those involved in this process are working to gain skills and knowledge to assist each client to identify and address the drivers of their criminal behavior. The ultimate outcome is to enhance public safety as agents guide clients toward pro-social behavior.

### Council of State Governments (CSG)- Justice Reinvestment Initiative

All three MN delivery systems have partnered together and are currently receiving technical assistance from CSG and the Bureau of Justice Assistance (BJA) to continue to implement the recommendations for MN made by CSG after assessing the state's supervision procedures through the Justice Reinvestment Initiative. Legislatively, an oversight body, the Community Services Advisory Council (CSAC), was created with specific goals. That oversight group will provide both direction and approve recommendations from various statewide workgroups. Technical assistance was awarded to all 3 delivery systems to implement a statewide Risk/Needs Assessment tool. A workgroup was formed for this initiative and is actively working to implement one tool within the next year. All delivery systems have agreed to move forward with using the Level of Service/Case Management Inventory (LS/CMI) as MN's risk and needs tool. The workgroup is currently working to create a "Request for Proposal" for outside parties to submit interest in validating this tool for the state of MN. Once validated, MN will utilize this tool to determine risk and need areas and level of supervision for justice-involved adults. Additional tools may also be utilized for offense specific cases and other responsibility areas.

There is also a Phase II workgroup that is designated to assist in the implementation of many of CSG's original recommendations. Initially, this group is looking at creating a single standard of supervision for MN, regardless of what county/agency a client is supervised in. In addition, they are creating recommendations to implement, statewide, assessment-driven, formalized, collaborative case planning to focus case planning goals on identified criminogenic and behavioral health need areas for moderate- and high-risk individuals. Finally, implementation of a statewide behavior modification tool or incentives/sanctions grid, is being considered.

CSG is also aiding Minnesota in development of statewide supervision outcome data. A statewide data committee has been established to create statewide outcomes that are able to measure supervision success and return on investment. The committee has worked with CSG staff to identify outcomes that impact success, such as housing or mental health rates, the percent of persons under supervision that are successfully completing cognitive behavior or other treatment services to address their pathways to criminality, and data on recidivism, violation rates, and percent of those who successfully completed required conditions of supervision. The committee is currently working on where the data is located, the ability to gather data statewide and standards on data input for each agency to follow.

Lastly ISR Transformation has been focused on supervision standards across all ISR agencies where the supervision is structured at an individual level rather than a “program”. The purpose of ISR Transformation is to develop standards and guidelines for the administration of ISR that increases success (desistance), enhances equity, and appropriately balances the need for public safety with person-centered approaches. ISR Transformation is currently working on implementing the changes established by the working group in CY 2024.

## Strategic Planning at the Local Level

Several agents in the Marshall District are trained to facilitate cognitive behavioral programming to eligible clients within the district. Facilitators currently use the Decision Points curriculum in a group setting to deliver this valuable resource which focuses on guiding clients toward reshaping the thoughts that led to their criminal behavior. Agents also use the curriculum to identify the social impact of the clients anti-social thinking and ways to overcome their thoughts and feelings. The goal is to utilize this group setting to build on the client’s skills and motivation by purposely focusing on a more pro-social approach when clients are in risky situations. A goal for the future is to establish collaboration with local mental health providers to enhance the impact agents have on the clients they serve while delivering Decision Points.

The Marshall District is in the process of hiring several agents and a corrections program director to assist with managing caseloads in Cottonwood County. A third Enhanced Sex Offender (ESO) agent position will allow the two current ESO agents within the district to divide caseloads making them more manageable. This will allow agents to continue providing quality supervision of clients and more time to focus on working with clients to identify individual drivers of their criminal behavior and using targeted interventions to reduce client risk to the public.

Board members expressed an interest in continuing to explore options for stakeholders to collaborate with each other to allow for earlier/more effective interventions when working with juveniles, including offering cognitive restructuring programming such as Decision Points.

Discussion was had surrounding the need to further track the impact legalizing recreational cannabis will have on individuals/communities.

A board member indicated an interest in brainstorming ideas to assist clients with funding for fees related to assessments and or treatment.

An interest was expressed to have probation officers meet with human services staff to provide an overview of services provided to clients on supervision.

## Pre-Trial, Diversion and Other Services

Pretrial standards based on best practices focus on maximizing court appearances and providing referral for services, rather than release condition compliance. Please refer to Pre Trial-Best Practices in Appendix B if wanting to expand pretrial monitoring services.

- Cottonwood County offers a juvenile diversion program for youth who have had minimal prior involvement in the juvenile justice system.
- Pre-trial and post-conviction reports in Cottonwood County are completed by agents as assigned using a rotation list.
- Pre-trial electronic chemical monitoring services are offered in Cottonwood County for clients with felony level DWI offenses. Other than this service, Cottonwood County does not have a formal pre-trial supervision program at this time.

## Narrative of Core Interventions and Evidence-based Practices (EBP)

The DOC uses risk, need, and responsivity principles for effective case management that adhere to the following:

### The DOC Key Supervision Principles:

- **Use of validated risk needs and responsivity assessment tools that are validated and evaluated for disparities.** Primary assessment tools are LS/CMI and Youth Level of Service/Case Management Inventory (YLS/CMI) as the overall tool for most persons under supervision. For sex-specific crimes, the DOC uses the Static 99 and Stable, and the DOC MNSTARR 2.0 for risk on supervised releasees from a MN Correctional Facility. Field Services' policy is to have the assessment completed within 30 days of the person being placed under supervision and reassessed annually for adults and every six months for juveniles. The CSAC has prioritized validation of the LS/CMI tool for MN's justice-involved population in 2024.

Along with the assessment tools described above, agents in the Marshall District have access to utilize the Domestic Violence Inventory to assess clients involved in domestic violence-related offenses.

- **Supervision intensity and case management contacts vary based on level of risk per normed cut off scores.** Interventions are most effective in reducing recidivism when they match a person's assessed level of risk. The focus of supervision should be on moderate, moderate-high, and high-risk persons. Contacts include office, home, and virtual contacts. Low risk persons should receive support and assistance in completion of conditions that do not require a supervision agent to perform.

Agents in the Marshall District complete the appropriate assessment on clients to establish levels of supervision and to identify highest risk areas to target to address drivers of client behavior. With the hiring of several additional agents in the Marshall District, caseloads will be

much more manageable. Agents will be able to provide quality Evidence Based Practices and continue to grow as professionals to improve their own skill sets moving forward.

- **Adherence to general responsivity and providing cognitive behavior interventions.** Agents use core correctional practices, motivational interviewing, and skill directed interventions that include modeling, practice, and homework. All DOC agents are trained and provided electronic Carey Guides and 170 agents have Tools on Devices.

Agents in the Marshall District have access to and use a variety of tools to provide individualized client-based interventions targeting drivers of criminal behavior for the clients they supervise. Agents are becoming more familiar with tools such as Carey Guide Bits which are available in each office and meeting location within the district. Agents from across the district team up to facilitate the Decision Points curriculum on a weekly basis using a virtual platform to enhance the availability of the service to more clients. Agents can document and track their work with clients in the CSTS data base which allows for quick reference on client progress and continued plan of action.

- **Addressing specific responsivity such as mental health, housing, gender, and culturally specific services.** The Minnesota Department of Corrections supports housing first initiatives and collaboration for addressing mental health needs, gender specific interventions that target unique pathways into the justice system and working with Tribal Nations on supervision and intervention partnerships. The DOC has four full time staff that help work with persons and communities around housing needs. Agents in Cottonwood County utilize housing funds available from local agencies as well as emergency housing funds managed by the DOC. DOC supervisors and staff that work closely with our Tribal Nations participated in Tribal Relations training offered by the University of Minnesota in this last year and DOC has started to track tribal affiliation in our data management system for future gap analysis of programming needs.
- **Caseload sizes for supervision intensity should be capped based on normed supervision and task workload studies.** Minnesota Department of Corrections uses supervision workload points tracked in CSTS to manage caseload sizes.

The Marshall District will add an Enhanced Sex Offender agent as well as a Pre-Trial position to address caseload capacity issues. A Corrections Program Director will also be hired to assist with the continued development of Evidence Based Practices within the Marshall District. There will also be an additional Office and Administrative Specialist Intermediate hired to provide administrative support for the additional staff.

- **Early discharge should focus on effective interventions and not just completion of conditions.**

Agents in the Marshall District are continuing to follow the mission and goals of the Department by measuring a client's progress using Evidenced Based Practices rather than simply calculating the amount of time a client is on supervision. Other than Stay of Adjudications, clients are considered for early discharge if they make progress toward pro-social behaviors and lifestyle. Some clients may not be considered for early discharge given the severity and type of offense they are being supervised for.

- **The focus of supervision is skill development.** While supervision focuses on conditions, agents work with clients in developing new skills to avoid future recidivism is the key to long term success. Agents utilize Evidence Based Practices and targeted interventions to address the drivers of a client’s high-risk behavior. Clients receive these interventions in group settings such as Decision Points as well as on an individual basis during agent/client contacts using Carey Guide Bits and other forms of interventions. Many of the interventions provided by agents are based on some form of cognitive restructuring and focus on building rapport, addressing thinking errors, building client motivation and skills to change their behavior, as well as holding clients accountable for their actions.
- **Use of incentives and adherence to the 4 to 1 positive ratios.** Agents are trained in using reinforcements which have proven to be more effective in supporting behavior changes than the use of punishment. Agents within the Marshall District have been trained in Core Corrections Practices which has helped agents develop skills to reinforce a client’s positive adjustment. Agents are aware clients who have committed the same behavior may have done so for very different reasons. Finding what is driving a client’s behavior is essential to impact positive change and providing a higher dose of incentives, in addition to holding clients accountable, is a common goal for agents when working with clients.
- **Utilize community-based interventions compared to the reliance on out of home placements including incarceration for technical violations.** Programming and services in one’s local community should be exhausted prior to recommending revocation.

Agents in Cottonwood Counties work closely with community agencies to address the needs of juveniles involved in the criminal justice system. Locating detention beds for juveniles in Cottonwood County continues to be a struggle. The county does not have a contract for secure detention beds, and the limited beds available are in Willmar, MN, the metro area or in northern Minnesota. Agents within the Marshall District have consistently collaborated with stakeholders, including local schools and local treatment providers to establish a plan when working with juveniles in the justice system who suffer from mental health concerns. Agents have also used intermediate sanctions such as house arrest, when appropriate. Having resources such as social workers within the local schools has also been a benefit for juveniles and their families. Agents use Carey Guides, Carey Guide Bits and other tools when working with juveniles to help identify drivers of high-risk behavior. Adults on supervision in the Marshall District struggle with a variety of issues including mental health and chemical dependency. Agents work with treatment providers to address these needs. Agents are encouraged to communicate with these providers prior to submitting violations to ensure appropriate recommendations are made to address the behavior as well as what is driving the behavior.

## Victim Concerns

Agents in the Marshall District submit victim impact statements for victims of crimes, including those who have been the victim of a sex offense or domestic abuse. Agents supervising each of these types of caseloads follow specific protocols to ensure a victim-centered approach is the focus. Agents in Cottonwood County work with staff from Southwest Crisis Center to help provide a victim-centered approach to supervision.

## Correctional Fees

Please describe your agency's use of correctional fees:

- DOC imposes supervision fees for each client's case; \$100 for misdemeanor, \$200 for gross misdemeanor cases and \$300 for felony.
- Aggregate amount of fees imposed in CY 2022.
- Aggregate amount of fees collected in CY 2022.

Fee Description	2022 Fees Imposed	2022 Fees Collected
County Supervision Fee	16,300.00	9,488.56
DOC Supervision Fee	14,400.00	5,820.90
<b>Total</b>	<b>30,700.00</b>	<b>15,309.46</b>

## Contracted Services and Proposal for New Services

The Minnesota Department of Corrections covers all electronic monitoring costs for supervised release clients through a contract with BI Incorporated. All counties, regardless of delivery system, have access to the contract. Monitoring is generally established prior to the client's release from the MN Correctional Facility or through a violation hearing or restructure recommendation. Agents within the Marshall District utilize several statewide vendors to provide electronic home monitoring of clients placed on supervision by the Court at the client's expense.

## Budget

	FTEs	FY24	FY25	Total
<b>Felony</b>	3.82	\$ 493,467.42	\$ 515,673.45	\$ 1,009,140.87
Agent	2.70	\$ 290,196.95	\$ 303,255.81	\$ 593,452.76
Cost - CE		\$ 48,447.61	\$ 50,627.75	\$ 99,075.36
Cost - Interstate		\$ 18,076.46	\$ 18,889.90	\$ 36,966.36
Cost - Mgt-Admin		\$ 23,194.03	\$ 24,237.77	\$ 47,431.80
OAS Sr.	0.18	\$ 13,866.05	\$ 14,490.02	\$ 28,356.07
Supervisor	0.19	\$ 32,919.58	\$ 34,400.96	\$ 67,320.53
Support	0.75	\$ 66,766.74	\$ 69,771.24	\$ 136,537.97
<b>Non-Felony</b>	<b>2.20</b>	<b>\$ 177,790.59</b>	<b>\$ 185,791.16</b>	<b>\$ 363,581.75</b>
CBB - Agent	1.00	\$ 139,723.97	\$ 146,011.55	\$ 285,735.51
Cost - Mgt-Admin		\$ 13,018.42	\$ 13,604.25	\$ 26,622.67
OAS Sr.	0.10	\$ 7,978.79	\$ 8,337.83	\$ 16,316.62
Supervisor	0.10	\$ 17,069.41	\$ 17,837.53	\$ 34,906.94
<b>Grand Total</b>	<b>6.02</b>	<b>\$ 671,258.00</b>	<b>\$ 701,464.61</b>	<b>\$ 1,372,722.62</b>

## Salary Roster

Classification	Budget Label	Min	Max
Office & Admin Specialist Int	Support	\$40,862.00	\$54,184.00
Office & Admin Specialist Sr	OAS Sr.	\$43,764.00	\$59,237.00
Corr Agent	Agent, CBB Agent	\$50,530.00	\$81,557.00
Corr Program Director	Supervisor	\$75,126.00	\$108,221.00
District Supervisor	Supervisor	\$90,390.00	\$129,247.00
Regional Manager	Cost - Mgt-Admin	\$96,800.00	\$138,883.00
Director	Cost - Mgt-Admin	\$115,800.00	\$165,683.00
Management Analyst 1	Cost - Mgt-Admin	\$47,210.00	\$68,298.00
Management Analyst 3	Cost - Mgt-Admin	\$55,624.00	\$81,557.00

## Highlights

Cottonwood County is looking forward to hiring an additional Enhanced Sex Offender agent and Office & Administrative Support person with the additional monies allocated through the Legislature's new corrections funding formula.

## Appendix A Training Requirements

Title	Hours	Applicability	Description
Defensive Tactics	8	All DT trained staff	Recertification for all staff previously trained in defensive tactics.
Office Safety	3	All office staff (STS discretionary)	Office safety training w/scenarios
EBP Trainings	20	All Agents	2 hrs of training for each of the following: Case Planning, MI, CCP, Carey Guides, LSCMI/YLSCMI, formal/informal boosters, COPs Staff will be required to obtain the remaining 10 hours through self-learning opportunities and/or formal learning (literature review, webinars, EBP Café videos, additional boosters, other training opportunities). Staff can access EBP resource information: <a href="https://mn.gov/doc/assets/Virtual%20EBP%20Options%204-2023_tcm1089-572601.docx">https://mn.gov/doc/assets/Virtual%20EBP%20Options%204-2023_tcm1089-572601.docx</a>
Interstate Compact	2.5	All ICOTS Users	2.5 hours of refresher or advanced course regarding Adult Interstate Compact
Trauma Informed Care	1-2	All Staff	TBD
Intrastate Transfer/Release Planning	4	Agents	Updated policy changes (Spring 2024)
MNPAT	1	Staff who complete Bail Evaluations	Release January 2024 (training Dec 2023)

**The below will be discretionary training.**

Title	Hours	Applicability	Description
NARCAN	1	All staff carrying Narcan or requesting to carry	Naloxone training to administer nasal spray in OD incidents. Review of Opioid exposure and signs/symptoms
Chemical Irritant	1	All staff issued CI	TBD-is this needed for re-cert
Mental Health Training	TBD	All staff who have contact with clients	TBD
Tribal State Relations Training	TBD	All agent staff who work with Tribal Nations	Culturally Specific Training
Adverse Childhood Experience Training (ACES)	TBD	Agent Staff	Understanding the tool and what it means when working with clients
Sovereign Citizen Training	TBD	Agent Staff	Understanding the culture of sovereign citizens and how to work with this population

## Appendix B Pre Trial-Standards

### Operationalized Mission

The DOC's mission as it relates to pretrial monitoring is to enhance public safety through evidence-based strategies that minimize re-arrest, ensure court appearance, and provide support for released defendants.

Staff will be educated in best practices regarding pre-trial monitoring and will share this knowledge with local stakeholders. It is strongly recommended that stakeholders meet and regularly discuss the framework within which pretrial monitoring will occur as well as to discuss responses to pretrial failures. Information pertaining to community safety issues regarding pretrial monitoring should be discussed with stakeholders on an on-going basis.

### Universal Screening

A designated risk assessment tool approved by Judicial Council will be completed on all offenses required by Minnesota Statute 629.74, with encouragement for use on all assault related misdemeanor and gross misdemeanor offenses to include DANCO Violations. Court involved stakeholders will be encouraged to utilize the risk assessment scores, in addition to other information presented at the preliminary hearing, when making decisions regarding Release on Recognizance, Pre-trial Monitoring or Remanding a defendant.

### Validated Pre-Trial Risk Assessments

Once placed on pre-trial monitoring, the designated risk assessment tool approved by Judicial Council will be used to determine level of supervision.

### Sequential Bail Review

Process by which agents can target scheduled court hearings to address non-emergency violations of pre-trial monitoring, progress reports or make a recommendation to the Court to end pretrial monitoring in the community due to positive adjustment. Agents will not be requesting any changes to monetary bail. Agents may also request adjustment regarding conditions of supervision. Emergency issues will be addressed with the Court as needed.

### Risk-Based Monitoring - Minimum Standards

Following a court order for pre-trial monitoring, a validated risk assessment as noted above will be utilized to place defendants into one of three categories for pre-trial monitoring:

- Only the highest risk defendants, based on the validated risk assessment, will receive formal pre-trial monitoring support. Low and Medium scores will result in minimal interaction with corrections staff.
- Low & Medium: Contact with the defendant will occur as needed and necessary to accomplish or assist in compliance with pre-trial monitoring conditions. These

levels will involve monitoring of conditions as ordered by the Court, such as EHM, drug testing, and violations regarding new criminal behavior.

- Monitoring may take place electronically, by phone and/or virtually. Ideally, low scoring defendants will not be placed on pre-trial monitoring to DOC.
- High: Contact with the defendant will occur a minimum of once per month. Contact may be virtual and/or office visit. This level will involve monitoring of conditions as ordered by the Court, such as EHM, drug testing, and violations regarding new criminal behavior.

#### Focus for Contacts:

- Reminder of next Court date
- Update phone/address/employment information. Agent will remind client to contact Court Administration with updated address. Agent will provide updated address information to Court Administration as well.
- Inquire as to if they have had any new arrests/citations.
- Provide information around housing, employment and any other resources requested by the client.
- Follow up with any court ordered obligations as appropriate (i.e., chemical and/or mental health assessments, color wheel testing, etc.)
- Increase/decrease pre-trial monitoring in the community based on adjustment and/or risk assessment.

#### Boundaries of Pre-Trial Monitoring:

- Absolutely no discussion regarding any details of their alleged criminal offense. All defendants will be referred to their defense attorney for these types of discussions.
- Agents will not provide an opinion regarding plea agreements during the pre-trial monitoring process.
- Agents MAY comment on cooperation regarding pre-trial monitoring.
- Court Reporting Process (violations/progress/discharges)
- Violation/Progress/Discharge reports will be filed as needed by the agent directly with the Court for review and decision making. Copies will be served to the prosecuting attorney and defense attorney.
- Performance Measurement and Feedback
- Percentage of pre-trial defendants who made all Court appearances (CSTS enhancement is needed to track this information)
- Percentage of pre-trial defendants who remained compliant with Court conditions during pre-trial monitoring (not to include re-arrest)
- Percentage of pre-trial defendants who remained law abiding during their pre-trial monitoring.

- Validate the risk assessment tool approved by Judicial Council to target high risk defendants for placement on pre-trial monitoring.
- Comparisons between districts regarding successes in each risk level category.
- Develop specialized training program for Pre-Trial Division with technical assistance from the National Institute of Corrections (NIC).

<https://nicic.gov/pretrial-justice-how-maximize-public-safety-court-appearance-and-release-internet-broadcast>

#### Best Practices Based on NIC Article Reviews

##### Pre-Trial Monitoring

Committee Findings: Studies were a bit dated with mixed results. Pre-Trial Monitoring did not appear to impact re-arrest rates. Studies did not look at specific conditions when Pre-Trial Monitoring was ordered.

##### Recommendations:

- Pre-Trial Monitoring should be used only in those cases scoring high risk on a validated assessment tool.
- Pre-Trial Monitoring should be used to offer support services such as referrals for mental health, chemical health, employment, housing, etc.
- Pre-Trial Monitoring conditions should be individualized to the defendant vs. having blanket conditions for everyone.

##### Court Date Notification Systems

##### Committee Findings:

Court notification systems were found to significantly impact court appearance rates. It worked best when specific information was provided, such as next court date, location of courthouse, & consequences for non-appearance. Additionally, a notice sent following a missed court appearance along with instructions as to how to resolve this issue, decreased the number of warrants issued. Electronic notices (texts/voicemails/broadcast messaging) are good, but live reminders are better and resulted in the defendant being twice as likely to show up for court. This was the most well researched and effective intervention regarding court appearances. Proven to save jail beds as well as minimize the impact to the defendant regarding employment, housing, and family responsibilities.

## Recommendations:

- Post information in lobby areas describing how to sign up for State Court Administration e-court reminders.
- If placed on Pre-Trial Monitoring, assist defendant in setting up the e-reminders.

## Pre-Trial Assessment Tools

Committee Findings: Pre-Trial assessment tools can improve outcomes and guide the investment of resources. Implementation with fidelity as well as a process for quality assurance is crucial. Assessment tools need to be validated on the populations they serve to ensure minority communities are not negatively impacted and cut off scores are normed.

## Recommendations:

Factors to review regarding validation of the Judicial Council approved assessment tool:

- Disparity regarding minority populations
- Cut off scores for low, medium, and high.
- AUC score
- Quality Assurance - annual booster trainings

Implementation –training staff on the validated assessment tool following approval of the tool by Judicial Council.

## Pre-Trial Detention

Committee Findings: Pre-Trial Detention should be reserved for serious/violent crimes. Detaining low/moderate risk defendants can make them worse given they are likely to be detained with higher risk individuals and defendant's social supports are removed during this time. When defendants are detained with bail, they are unable to pay, many plead guilty to get out of jail. Defendants who were detained were more likely to experience the following collateral consequences:

- Harsher and/or longer sentences.
- Increased likelihood of re-arrest long term – increased recidivism

Difficulties maintaining employment/housing.

- Recommendations:  
Quality risk assessments provided to the Court can assist in judicial decision-making regarding detention.

## Pre-Trial Drug Testing

Committee Findings: Based on research from the 1980's and 1990's, there is no connection between drug testing and pre-trial success and/or failure. Information regarding the specifics

of who was selected for drug testing is lacking. For example, was drug testing a blanket condition or individualized to the defendant's risk/need? There was a correlation between those that showed up for drug testing and court appearances. If defendants showed up for drug testing, they also tended to show up for court. If defendants failed to show up for drug testing, they also tended to not appear for court.

Various additional studies indicate a direct relationship between the use of illegal substances and crime. Of particular note, is the high propensity for violence when individuals are under the influence of opiates and/or methamphetamine.

Recommendations:

- Drug testing should be reserved for high-risk defendants.
- Drug testing should be individualized to target defendant's risk/need and not used as a blanket condition for pre-trial monitoring.
- Drug testing can improve outcomes for defendants when a positive relationship is built, and pre-trial agents respond to positive test results in a supportive manner.
- Drug testing can serve as a support for defendants who choose to address their chemical dependency issues.

Pre-Trial Location Monitoring (EHM)

Committee Findings: There is very little research on EHM at the pre-trial stage. Studies have mixed outcomes and depending on which study you read, defendants on EHM are more, less, or equally likely to appear for court and/or remain law abiding than those not placed on EHM. Of further note, defendants placed on EHM had increased technical violations compared to defendants not placed on EHM. Many of these technical violations were due to equipment issues.

Recommendations:

Electronic Home Monitoring / Electronic Alcohol Monitoring should be reserved for high-risk defendants unless otherwise statutorily required.

## Appendix C Overview of Supervision Population

(INCLUDING SR, ISR and pre-trial)

Describe your agency's supervision year-end population for calendar years (CY) 2020, 2021, and 2022 broken out as follows in table or graph form. Follow the same instructions/parameters as you use for reporting on the annual probation survey.<sup>1</sup>

- Pre-trial Population

*\*Pretrial Agent Tasks*

	2020		2020 Total	2021		2021 Total	2022		2022 Total	Grand Total
	Adult	Hispanic		Unknown	Hispanic		Unknown	Hispanic		
Female	2	39	41	1	36	37	6	33	39	117
Felony	1	22	23		31	31		22	22	76
Am Ind/Alaskan Nat		1	1					1	1	2
Asian/Pacific Islander		1	1							1
Black		5	5		3	3		3	3	11
Unknown		3	3					1	1	4
White	1	12	13		28	28		17	17	58
Gross Misdemeanor		10	10							10
Asian/Pacific Islander		1	1							1
Black		1	1							1
White		8	8							8
Misdemeanor	1	7	8	1	5	6	6	11	17	31
Asian/Pacific Islander		1	1		1	1				2
Black					2	2				2
White	1	6	7	1	2	3	6	11	17	27
Male	11	121	132	16	104	120	23	115	138	390
Felony	7	76	83	11	80	91	13	66	79	253
Am Ind/Alaskan Nat	1		1		1	1				2
Asian/Pacific Islander		6	6		3	3		4	4	13
Black		10	10		9	9	1	3	4	23
Unknown		1	1	1	1	2	1	2	3	6
White	6	59	65	10	66	76	11	57	68	209

Gross Misdemeanor		31	31	3	8	11	6	21	27	69
Am Ind/Alaskan Nat								1	1	1
Asian/Pacific Islander		7	7		3	3		2	2	12
Black		7	7					1	1	8
Unknown								1	1	1
White		17	17	3	5	8	6	16	22	47
Misdemeanor	4	14	18	2	16	18	4	28	32	68
Am Ind/Alaskan Nat					1	1				1
Asian/Pacific Islander		1	1		1	1		2	2	4
Black					1	1		2	2	3
Unknown					2	2				2
White	4	13	17	2	11	13	4	24	28	58
<b>Grand Total</b>	<b>13</b>	<b>160</b>	<b>173</b>	<b>17</b>	<b>140</b>	<b>157</b>	<b>29</b>	<b>148</b>	<b>177</b>	<b>507</b>

*\*Pretrial Agent Tasks*

	2020		2021		2022		Grand Total	
	Juvenile	Hispanic	Unknown	Hispanic	Unknown	Hispanic		Unknown
Female		1		1			1	3
Asian/Pacific Islander							1	1
White		1		1				2
Male		1	3	2	2	3	8	19
Am Ind/Alaskan Nat				1		3		4
White		1	3	1	2		8	15
<b>Grand Total</b>		<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>9</b>	<b>22</b>

○ Probation Population

Year	Type	County	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2020	DOC	Cottonwood	Felony	115	31	41	108	86	22	80	10	2	13	3	9	99
2020	DOC	Cottonwood	Gross Misd	96	31	57	74	52	22	57	7	2	7	1	8	66
2020	DOC	Cottonwood	Misd	64	37	52	42	29	13	36	3	1	1	1	10	32
2020	DOC	Cottonwood	Juvenile	20	18	20	18	12	6	17	0	0	1	0	8	10
<b>Total</b>				<b>295</b>	<b>117</b>	<b>170</b>	<b>242</b>	<b>179</b>	<b>63</b>	<b>190</b>	<b>20</b>	<b>5</b>	<b>22</b>	<b>5</b>	<b>35</b>	<b>207</b>

Year	Type	County	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2021	DOC	Cottonwood	Felony	112	44	49	108	87	21	86	10	0	9	3	9	99
2021	DOC	Cottonwood	Gross Misd	74	39	44	69	53	16	53	6	2	8	0	14	55
2021	DOC	Cottonwood	Misd	41	49	34	55	43	12	36	11	2	6	0	12	43
2021	DOC	Cottonwood	Juvenile	18	30	26	22	15	7	17	1	1	3	0	6	16
<b>Total</b>				<b>245</b>	<b>162</b>	<b>153</b>	<b>254</b>	<b>198</b>	<b>56</b>	<b>192</b>	<b>28</b>	<b>5</b>	<b>26</b>	<b>3</b>	<b>41</b>	<b>213</b>

Year	Type	County	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2022	DOC	Cottonwood	Felony	104	48	45	107	84	23	90	7	0	9	1	8	99
2022	DOC	Cottonwood	Gross Misd	68	44	29	84	66	18	67	7	2	7	1	17	67
2022	DOC	Cottonwood	Misd	56	64	46	73	57	16	59	10	1	3	0	19	54
2022	DOC	Cottonwood	Juvenile	22	27	30	19	15	4	14	1	1	2	1	5	14
<b>Total</b>				<b>250</b>	<b>183</b>	<b>150</b>	<b>283</b>	<b>222</b>	<b>61</b>	<b>230</b>	<b>25</b>	<b>4</b>	<b>21</b>	<b>3</b>	<b>49</b>	<b>234</b>

○ Supervised Release (SR), Parole, and Intensive Supervised Release (ISR) Population

	2020		2020 Total	2021		2021 Total	2022		2022 Total	Grand Total
	Hispanic	Non Hispanic		Hispanic	Non Hispanic		Hispanic	Non Hispanic		
<b>Healthy Start/Standard Supervised Release</b>								1	1	1
Female								1	1	1
White–Non-Hispanic								1	1	1
<b>Intensive Supervised Release</b>		4	4	1	1	2		3	3	9
<b>Male</b>		4	4	1	1	2		3	3	9
American Indian-Non Hispanic					1	1				1
Black-Non Hispanic								1	1	1
White		4	4							4
White–Hispanic				1		1				1
White–Non-Hispanic								2	2	2
<b>Parole</b>				1		1				1
<b>Male</b>				1		1				1
American Indian–Hispanic				1		1				1
<b>Standard Supervised Release</b>	6	26	32	4	22	26	3	17	20	78
<b>Female</b>		2	2		1	1		2	2	5
White		2	2							2
White–Non-Hispanic					1	1		2	2	3
<b>Male</b>	6	24	30	4	21	25	3	15	18	73
American Indian-Non Hispanic					1	1				1
Asian or Pacific Islander		4	4							4
Asian-Non Hispanic					5	5		1	1	6
Other/Unknown–Hispanic							1		1	1
White	6	20	26							26
White–Hispanic				4		4	2		2	6
White–Non-Hispanic					15	15		14	14	29
<b>Grand Total</b>	<b>6</b>	<b>30</b>	<b>36</b>	<b>6</b>	<b>23</b>	<b>29</b>	<b>3</b>	<b>21</b>	<b>24</b>	<b>89</b>

In addition, please provide the following:

- Average Caseload Sizes by Caseload Type
- Percentage and number of probation clients by Risk Levels (Very High/High, Medium, Low, and Unknown)

*\*Select agents supervise clients across multiple counties. \*Risk Level snapshot in Dec 2022.*

Risk Level	High		Low		Medium		Per Policy-No Assmt Required		Prescreen Low--No Assmt		Unknown		Total #	Total %
	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Adult</b>	<b>10</b>	<b>100.00%</b>	<b>115</b>	<b>92.74%</b>	<b>36</b>	<b>94.74%</b>	<b>1</b>	<b>16.67%</b>	<b>103</b>	<b>94.50%</b>	<b>19</b>	<b>79.17%</b>	<b>284</b>	<b>91.32%</b>
Brad XOdegard-CK	5	50.00%	43	34.68%	12	31.58%		0.00%	1	0.92%	2	8.33%	63	20.26%
Casey Werner		0.00%		0.00%		0.00%		0.00%	1	0.92%		0.00%	1	0.32%
Jenny L. Quade		0.00%	34	27.42%	10	26.32%	1	16.67%	101	92.66%	13	54.17%	159	51.13%
Layne A. Wiborg	4	40.00%	21	16.94%	10	26.32%		0.00%		0.00%		0.00%	35	11.25%
Shanell M. Schneider	1	10.00%	17	13.71%	4	10.53%		0.00%		0.00%	4	16.67%	26	8.36%
<b>Juvenile</b>		<b>0.00%</b>	<b>9</b>	<b>7.26%</b>	<b>2</b>	<b>5.26%</b>	<b>5</b>	<b>83.33%</b>	<b>6</b>	<b>5.50%</b>	<b>5</b>	<b>20.83%</b>	<b>27</b>	<b>8.68%</b>
Jenny L. Quade		0.00%	9	7.26%	2	5.26%	5	83.33%	6	5.50%	5	20.83%	27	8.68%
<b>Grand Total</b>	<b>10</b>	<b>100.00%</b>	<b>124</b>	<b>100.00%</b>	<b>38</b>	<b>100.00%</b>	<b>6</b>	<b>100.00%</b>	<b>109</b>	<b>100.00%</b>	<b>24</b>	<b>100.00%</b>	<b>311</b>	<b>100.00%</b>

Juvenile														
Assignment Type	Low		Medium		Per Policy-No LSCMI		Prescreen Low--No Assmt		Unknown		Total #	Total %		
	#	%	#	%	#	%	#	%	#	%				
Diversion		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5	18.52%
Traditional Supervision	9	100.00%	2	100.00%	5	100.00%	6	100.00%		0.00%	22		22	81.48%
<b>Grand Total</b>	<b>9</b>	<b>100.00%</b>	<b>2</b>	<b>100.00%</b>	<b>5</b>	<b>100.00%</b>	<b>6</b>	<b>100.00%</b>	<b>5</b>	<b>100.00%</b>	<b>27</b>		<b>27</b>	<b>100.00%</b>

Adult														
Assignment Type	High		Low		Medium		Per Policy- No LSCMI		Prescreen Low--No Assmt		Unknown		Total #	Total %
	#	%	#	%	#	%	#	%	#	%	#	%		
Felony	10	100.00%	81	71.05%	26	72.22%		0.00%	1	0.97%	7	36.84%	125	44.17%
Domestic Abuse Caseload		0.00%	2	1.75%	2	5.56%		0.00%		0.00%		0.00%	4	1.41%
Enhanced Supervision	8	80.00%	1	0.88%		0.00%		0.00%		0.00%		0.00%	9	3.18%
ESO Phase 1	1	10.00%		0.00%	1	2.78%		0.00%		0.00%	3	15.79%	5	1.77%
ESO Phase 2	1	10.00%	2	1.75%	1	2.78%		0.00%		0.00%		0.00%	4	1.41%
ESO Phase 3		0.00%	12	10.53%	2	5.56%		0.00%		0.00%	1	5.26%	15	5.30%
ESO Phase 4		0.00%	7	6.14%		0.00%		0.00%		0.00%		0.00%	7	2.47%
Pre-Trial Supervision		0.00%		0.00%		0.00%		0.00%		0.00%	1	5.26%	1	0.35%
Traditional Supervision		0.00%	57	50.00%	20	55.56%		0.00%	1	0.97%	2	10.53%	80	28.27%
Gross Misdemeanor		0.00%	18	15.79%	6	16.67%	1	100.00%	51	49.51%	6	31.58%	82	28.98%
Pre-Trial Supervision		0.00%		0.00%		0.00%		0.00%		0.00%	2	10.53%	2	0.71%
Traditional Supervision		0.00%	18	15.79%	6	16.67%	1	100.00%	51	49.51%	4	21.05%	80	28.27%
Misdemeanor		0.00%	15	13.16%	4	11.11%		0.00%	50	48.54%	6	31.58%	75	26.50%
Traditional Supervision		0.00%	15	13.16%	4	11.11%		0.00%	50	48.54%	6	31.58%	75	26.50%
Petty Misdemeanor		0.00%		0.00%		0.00%		0.00%	1	0.97%		0.00%	1	0.35%
Traditional Supervision		0.00%		0.00%		0.00%		0.00%	1	0.97%		0.00%	1	0.35%
<b>Grand Total</b>	<b>10</b>	<b>100.00%</b>	<b>114</b>	<b>100.00%</b>	<b>36</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>103</b>	<b>100.00%</b>	<b>19</b>	<b>100.00%</b>	<b>283</b>	<b>100.00%</b>

Please also provide the following outcomes for CY 2022:

- Percent of adult probation cases successfully closed and unsuccessfully closed.
- Percent of juvenile probation cases successfully closed and unsuccessfully closed.

Adult	Successful		Unsuccessful		Total # of cases	Total %
	# of cases	%	# of cases	%		
<b>Felony</b>	<b>28</b>	<b>22.05%</b>	<b>14</b>	<b>11.02%</b>	<b>42</b>	<b>33.07%</b>
Discharge-Early	13	10.24%		0.00%	13	10.24%
Discharge-Expiration	7	5.51%		0.00%	7	5.51%
Dismiss	8	6.30%		0.00%	8	6.30%
Executed-Client Demanded-COC but serving Local (Felony Supervision)		0.00%	1	0.79%	1	0.79%
Executed-Client Demanded-COC serving MCF (Felony Supervision)		0.00%	5	3.94%	5	3.94%
Executed-COC serving MCF (Felony Supervision)		0.00%	8	6.30%	8	6.30%
<b>Gross Misdemeanor</b>	<b>28</b>	<b>22.05%</b>	<b>2</b>	<b>1.57%</b>	<b>30</b>	<b>23.62%</b>
Discharge-Expiration	22	17.32%		0.00%	22	17.32%
Dismiss	6	4.72%		0.00%	6	4.72%
Executed		0.00%	1	0.79%	1	0.79%
Executed-Client Demanded-LOC (GM/M Supervision)		0.00%	1	0.79%	1	0.79%
<b>Misdemeanor</b>	<b>53</b>	<b>41.73%</b>	<b>2</b>	<b>1.57%</b>	<b>55</b>	<b>43.31%</b>
Discharge-Early	4	3.15%		0.00%	4	3.15%
Discharge-Expiration	40	31.50%		0.00%	40	31.50%
Dismiss	9	7.09%		0.00%	9	7.09%
Executed		0.00%	2	1.57%	2	1.57%
<b>Grand Total</b>	<b>109</b>	<b>85.83%</b>	<b>18</b>	<b>14.17%</b>	<b>127</b>	<b>100.00%</b>

Juvenile	Successful		Unsuccessful		Total # of cases	Total %
	# of cases	%	# of cases	%		
Discharge-Early	5	14.71%		0.00%	5	14.29%
Discharge-Expiration	22	64.71%		0.00%	22	62.86%
Dismiss	7	20.59%		0.00%	7	20.00%
Executed-Client Demanded-LOC (GM/M Supervision)		0.00%	1	100.00%	1	2.86%
<b>Grand Total</b>	<b>34</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>35</b>	<b>100.00%</b>

