

Meeker County  
Comprehensive Plan  
June 25, 2024

# Contents

Introduction .....	1
Administration and Organization of Correctional Services.....	1
District Organization Chart .....	2
Advisory Board.....	3
DOC Training Requirements: .....	3
Overview of Supervision Population.....	3
Strategic Planning at the State Level .....	4
Use of Evidenced Based Practices with fidelity: (Normative Feedback).....	4
Council of State Governments (CSG)- Justice Reinvestment Initiative .....	4
Strategic Planning at the Local Level .....	5
Pre-Trial, Diversion and Other Services .....	5
Narrative of Core Interventions and Evidence-based Practices (EBP).....	6
Victim Concerns .....	8
Correctional Fees .....	8
Contracted Services and Proposal and Proposals for New Services.....	8
Budget.....	9
Salary Roster .....	9
Highlights .....	9
Appendix A Training Requirements .....	10
Appendix B Pre Trial-Standards .....	11
Appendix C Overview of Supervision Population .....	16

## Introduction

Meeker County is located in central Minnesota. On February 23, 1856, the territorial legislature created Meeker County. It was named for Bradley B. Meeker, who served on the Minnesota Territorial Supreme Court from 1849 to 1853. Litchfield is the county seat of Meeker County.

<b>Race and Hispanic Origin</b>	<b>Meeker</b>
White alone, percent	97.20%
Black or African American alone, percent(a)	0.70%
American Indian and Alaska Native alone, percent(a)	0.40%
Asian alone, percent(a)	0.50%
Native Hawaiian and Other Pacific Islander alone, percent(a)	0.10%
Two or More Races, percent	1.10%
Hispanic or Latino, percent(b)	4.40%
White alone, not Hispanic or Latino, percent	93.30%

<b>Geography</b>	
Population per square mile, 2020	46.2
Land area in square miles, 2020	572.31
FIPS Code	27095

## Administration and Organization of Correctional Services

### ***DOC Vision***

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

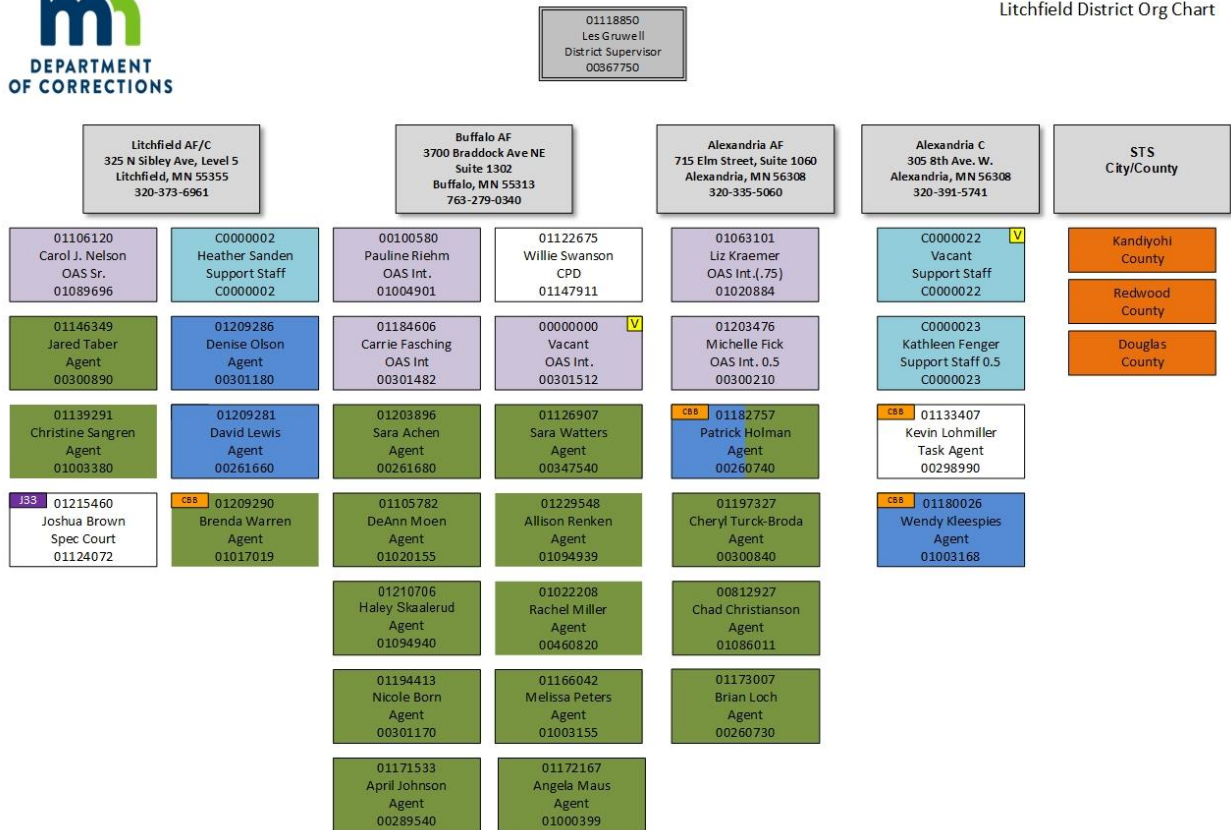
### ***DOC Mission***

Transforming lives for a safer Minnesota

# District Organization Chart



Litchfield 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.

Currently, felony, gross misdemeanor/misdemeanor, juvenile probation cases as well as supervised release are supervised in Meeker County.

In Meeker County there is an on-going Domestic Violence group based on the Duluth Model that meets weekly as well as a cognitive skills group, Decision Points that meets weekly.

## Advisory Board

- Brigid Murphy, State Public Defense
- Andrew Letson, Meeker County Administrator
- Stephanie Beckman, Chief Judge
- Katie Bloch, Court Administration
- Kristi Holthaus, Eight Judicial District Court Administration
- Beth Johnson, Law Clerk
- Brandi Schiefelbein, County Attorney
- John Fitzgerald, Assistant County Attorney
- Matthew Hohenstein, Assistant County Attorney
- Mandy Pollock, Assistant County Attorney
- Stephanie Soko, Assistant County Attorney
- Rebecca Rue, Litchfield City Attorney
- Brian Cruze, Meeker County Sheriff
- Bill Hudson, Meeker County Chief Deputy
- Jodi Bean, Meeker County Sheriff's, office
- Pat Fank, Litchfield Chief of Police
- Brian Massingham, Litchfield Police Department
- Travis Rueckert ,Litchfield Police Department
- Les Gruwell, Litchfield District Supervisor
- Willie Swanson, Corrections Program Director
- Jared Taber, Agent
- David Lewis, Agent
- Brenda Warren, Agent
- Denise Olson, Agent
- Christine Sangren, Agent

## 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.

Agents in Meeker County are part of our normative feedback implementation team. At the team's direction we started with a training that was specific to the use of normative feedback. The second step in the normative feedback process was to listen to taped sessions of agent's utilizing normative feedback. We then began applying the use of this skill with our clients. The goal here was to practice the skill and make continual improvements. Then began communities of practice (structured skill practice sessions) where agents bring taped sessions of them providing the skill with their clients. Their peers then provide feedback on what Agents did well and discuss areas of improvement. Recently a Normative Feedback chrono template was introduced to help Agents document their use of Normative Feedback in the CSTS data base. Finally, we have moved as a District from trying to now it is an expectation that Normative feedback is a regular part of our assessment process as shared with the Client.

### 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. Additionally, 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

Continue to support agent’s in improving skills with delivering cognitive based interventions and other evidence-based practices. Seek out local stakeholders that support the cognitive based intervention model to continue to address criminogenic needs. Develop additional cognitive based groups to provide additional support in changing client thinking and behavior.

## 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 see Pre Trial-Best Practices in Appendix B

Currently pre-trial supervision is conducted in Meeker County. Upon arrest a MNPAT is completed as a bail study prior to initial appearance. Based on the interview, recommendations are made to court as to release status. When a person is identified as a pre-trial client with a determined need, they are placed on the pre-trial caseload and subject to color wheel urine testing and/or electronic alcohol monitoring. Those in a lower risk category are reminded of court appearances and have limited contact with the agent.

Pre-Sentence investigation are started once an order from the court is received. Pre-Sentence investigations are assigned to an Agent based on a rotation or specific sex offender assessments are completed by the assigned sex offender agent. Once one is assigned, the Agent contacts the individual to schedule an interview. During the interview with the client, criminal history is collected, demographic information and an overall assessment of the client’s current situation. The information is used to identify criminogenic needs as well as make recommendations to the Court. Sentencing guidelines are used to make sentencing recommendations based on criminal history score and offense level. This could be a recommendation to sentence to the Commissioner of Corrections (prison) or probation. In the event probation is recommended recommendations for conditions of probation will be made.

Juvenile social history reports are like the pre-sentence investigation, which are referred to as Pre-Dispositional Investigations. The same process is followed as with Pre-Sentence Investigations in addition to several collateral contacts made through social services, family and schools.

Supervised Release cases are placed at a risk level based on the MNSTARR assessment. Those cases are investigated for placement prior to release from the facility by an agent in the community. Conditions are developed by the agent in concert with the facility case manager so that a plan is in place prior to release. Once released the agent works with the client to ensure conditions are complied with and long terms goals are established by a case plan which is developed by the agent and the client. When violations occur those behaviors are addressed by the agent and with the Department of Corrections, Hearings and Release unit.

## 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.

In addition to what is noted above, Meeker County also completes the Domestic Violence Inventory (DVI) on domestic violence and related offense(s).

- **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.

Each agent works with their clients on an individual case plan which is based on risk and needs. Caseloads are structured in a manner which allows agent to spend time on those risk and needs that can reduce recidivism.

- **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.



Currently the Meeker office is running a domestic violence program for men based on the Duluth Model. Agents are also providing cognitive programming via the Decision Points curriculum.

- **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. 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.

Agents in Meeker County work to address specific responsivity factors based on each individual. Referrals are made based on the client needs. There are few resources specific to cultural and gender specific services. These services are addressed individually through local programming.

- **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.

Caseloads are reviewed periodically to ensure cases are equitably assigned throughout the office.

- **Early discharge should focus on effective interventions and not just completion of conditions.** The DOC along with Dodge & Olmsted County are partnering with National Institute of Corrections, Center for Effective Public Policy and the Carey Group on a readiness assessment and implementation of Dosage probation. This promising practice focuses on prescribed intervention hours that target clients' highest criminogenic need areas which is "dosed" according to the client's risk level. Successful completion of hours results in the client's discharge from probation.

The current discharge process is focused on client time on supervision, assessed as a low risk, completion of conditions and positive adjustment. Agents may submit for an early discharge if the client has met all the above criteria.

- **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 are working on a four-step model of supervision, wherein the focus is using a targeted cognitive behavioral intervention in one-on-one meetings. These tools include but are not limited to; Carey Guides, thinking reports, cost benefit analysis, social skills, problem solving skills, etc.

- **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.

All agents have been trained in Motivational Interviewing and use this evidence-based approach in one on one meetings.

- **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.

Meeker County has a variety of both substance use and mental health programs in the community which agents refer to on a regular basis. Agents use both incentives as well as hold clients accountable prior to any revocation begin recommended. Examples of this can be the use of informal sanctions and sanctions conferences.

## Victim Concerns

Agents initiate contact with the victim during the pre-sentence investigation process. Victims input regarding restitution, conditions and safety concerns is collected. This information can be considered as part of the case plan based on each client’s situation. Victim’s, when at all possible, are contacted at the end of the supervision period.

## Correctional Fees

Please describe your agency’s use of correctional fees including the following:

- Types of correctional services for which fees are imposed (supervision and program fee schedule).
- 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	24,800.00	10,882.76
DOC Supervision Fee	11,900.00	6,315.90
<b>Total</b>	<b>36,700.00</b>	<b>17,198.66</b>

## Contracted Services and Proposal and Proposals 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.

There are currently no contracted services established in Meeker County through the probation office. This is an area that will consistently be reviewed to ascertain cost effective measures that serves to benefit Meeker County.

## Budget

	FTEs	FY24	FY25	Total
<b>Felony</b>	4.35	\$ 498,207.06	\$ 520,626.38	\$ 1,018,833.44
Agent	4.00	\$ 342,497.15	\$ 357,909.52	\$ 700,406.68
Cost - CE		\$ 62,188.12	\$ 64,986.59	\$ 127,174.71
Cost - Interstate		\$ 23,203.23	\$ 24,247.38	\$ 47,450.61
Cost - Mgt-Admin		\$ 26,421.64	\$ 27,610.61	\$ 54,032.25
OAS Sr.	0.14	\$ 12,980.22	\$ 13,564.33	\$ 26,544.55
Supervisor	0.21	\$ 30,916.70	\$ 32,307.95	\$ 63,224.64
TX Court	0.00	\$ -	\$ -	\$ -
<b>Non-Felony</b>	<b>3.38</b>	<b>\$ 336,386.91</b>	<b>\$ 351,524.32</b>	<b>\$ 687,911.22</b>
CBB - Agent	2.00	\$ 267,267.82	\$ 279,294.88	\$ 546,562.70
Cost - Mgt-Admin		\$ 19,974.20	\$ 20,873.04	\$ 40,847.24
OAS Sr.	0.11	\$ 10,137.83	\$ 10,594.04	\$ 20,731.87
Supervisor	0.27	\$ 39,007.05	\$ 40,762.36	\$ 79,769.41
<b>Grand Total</b>	<b>7.73</b>	<b>\$ 834,593.97</b>	<b>\$ 872,150.69</b>	<b>\$ 1,706,744.66</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

Looking forward the goal is to continue to implement the use of evidence-based practices in one-on-one interactions as well as in a group setting. Utilizing these strategies will reduce recidivism and enhance community safety.

## 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*

Adult	2020		2020 Total	2021		2021 Total	2022		2022 Total	Grand Total
	Hispanic	Unknown		Hispanic	Unknown		Hispanic	Unknown		
Female	4	107	111	3	110	113	14	115	129	353
Felony	2	54	56	3	55	58	13	67	80	194
Am Ind/Alaskan Nat					3	3		3	3	6
Black								2	2	2
Unknown					2	2				2
White	2	54	56	3	50	53	13	62	75	184
Gross Misdemeanor	1	25	26		29	29		16	16	71
Am Ind/Alaskan Nat		2	2					2	2	4
Black					1	1		2	2	3
White	1	23	24		28	28		12	12	64
Misdemeanor	1	27	28		25	25	1	30	31	84
Am Ind/Alaskan Nat								2	2	2
Black		1	1		1	1				2
Unknown								2	2	2
White	1	26	27		24	24	1	26	27	78
Petty Misdemeanor		1	1		1	1		2	2	4
Black								1	1	1
White		1	1		1	1		1	1	3
Male	19	250	269	20	353	373	34	350	384	1026
Felony	8	142	150	10	210	220	21	188	209	579
Am Ind/Alaskan Nat		2	2	2	3	5	1	1	2	9
Black		5	5		6	6	1	15	16	27
Unknown					2	2		2	2	4

White	8	135	143	8	199	207	19	170	189	539
Gross Misdemeanor	5	63	68	4	74	78	10	76	86	232
Am Ind/Alaskan Nat					1	1		1	1	2
Asian/Pacific Islander		1	1							1
Black		1	1	1	2	3	2	5	7	11
Unknown		1	1		3	3				4
White	5	60	65	3	68	71	8	70	78	214
Misdemeanor	5	39	44	6	65	71	3	85	88	203
Black	3		3		3	3		5	5	11
Unknown		1	1	1		1		6	6	8
White	2	38	40	5	62	67	3	74	77	184
Petty Misdemeanor	1	6	7		4	4		1	1	12
Black					1	1				1
Unknown		1	1					1	1	2
White	1	5	6		3	3				9
<b>Grand Total</b>	<b>23</b>	<b>357</b>	<b>380</b>	<b>23</b>	<b>463</b>	<b>486</b>	<b>48</b>	<b>465</b>	<b>513</b>	<b>1379</b>

*\*Pretrial Agent Tasks*

	2020	2021	2022		Grand Total
Juvenile	Unknown	Hispanic	Unknown	Hispanic	Unknown
Female			1		2
White			1		2
Male	9	2	11	1	17
Unknown	1				4
White	8	2	11	1	13
<b>Grand Total</b>	<b>9</b>	<b>2</b>	<b>12</b>	<b>1</b>	<b>19</b>

○ Probation Population

Year	Type	County	Adult/Juvenile	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2020	DOC	Meeker	Adult	Felony	166	27	73	120	86	34	118	2	0	0	0	5	115
2020	DOC	Meeker	Adult	Gross Misd	150	46	76	119	84	35	111	4	1	0	3	9	110
2020	DOC	Meeker	Adult	Misd	89	68	79	79	59	20	71	2	0	0	6	3	76
2020	DOC	Meeker	Juvenile	Juvenile	14	17	15	16	13	3	9	0	0	0	7	2	14
<b>Total</b>					<b>419</b>	<b>158</b>	<b>243</b>	<b>334</b>	<b>242</b>	<b>92</b>	<b>309</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>16</b>	<b>19</b>	<b>315</b>

Year	Type	County	Adult/Juvenile	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2021	DOC	Meeker	Adult	Felony	118	51	41	131	98	33	127	2	2	0	0	9	122
2021	DOC	Meeker	Adult	Gross Misd	121	72	59	132	97	35	123	3	2	0	4	15	117
2021	DOC	Meeker	Adult	Misd	80	72	71	80	58	22	72	1	0	2	5	4	76
2021	DOC	Meeker	Juvenile	Juvenile	16	34	28	22	19	3	13	0	0	0	9	3	19
<b>Total</b>					<b>335</b>	<b>229</b>	<b>199</b>	<b>365</b>	<b>272</b>	<b>93</b>	<b>335</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>18</b>	<b>31</b>	<b>334</b>

Year	Type	County	Adult/Juvenile	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2022	DOC	Meeker	Adult	Felony	125	49	58	123	86	37	113	5	4	0	1	9	114
2022	DOC	Meeker	Adult	Gross Misd	133	58	70	118	91	27	107	5	3	0	3	14	104
2022	DOC	Meeker	Adult	Misd	85	105	64	122	94	28	110	3	0	1	8	9	113
2022	DOC	Meeker	Juvenile	Juvenile	21	39	37	23	18	5	19	0	0	0	4	0	23
<b>Total</b>					<b>364</b>	<b>251</b>	<b>229</b>	<b>386</b>	<b>289</b>	<b>97</b>	<b>349</b>	<b>13</b>	<b>7</b>	<b>1</b>	<b>16</b>	<b>32</b>	<b>354</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		Non Hispanic		
<b>Intensive Supervised Release</b>							<b>1</b>	<b>1</b>	<b>1</b>
<b>Male</b>							<b>1</b>	<b>1</b>	<b>1</b>
White–Non-Hispanic							1	1	1
<b>Standard Supervised Release</b>	<b>4</b>	<b>23</b>	<b>27</b>	<b>2</b>	<b>18</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>66</b>
<b>Female</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>8</b>
White	2	1	3						3
White–Hispanic				1		1			1
White–Non-Hispanic					2	2	2	2	4
<b>Male</b>	<b>2</b>	<b>22</b>	<b>24</b>	<b>1</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>58</b>
Black		2	2						2
Black-Non Hispanic					1	1	1	1	2
White	2	20	22						22
White–Hispanic				1		1			1
White–Non-Hispanic					15	15	16	16	31
<b>Grand Total</b>	<b>4</b>	<b>23</b>	<b>27</b>	<b>2</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>67</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>36</b>	<b>100.00%</b>	<b>107</b>	<b>96.40%</b>	<b>89</b>	<b>97.80%</b>	<b>101</b>	<b>94.39%</b>	<b>59</b>	<b>98.33%</b>	<b>87</b>	<b>79.82%</b>	<b>479</b>	<b>93.19%</b>
Brenda Warren	3	8.33%	21	18.92%	14	15.38%	44	41.12%	28	46.67%	7	6.42%	117	22.76%
Christine A. Sangren	6	16.67%	43	38.74%	49	53.85%	1	0.93%	1	1.67%	4	3.67%	104	20.23%
David A. Lewis	7	19.44%	10	9.01%	7	7.69%	1	0.93%	2	3.33%	54	49.54%	81	15.76%
Denise Olson		0.00%	14	12.61%	10	10.99%	55	51.40%	28	46.67%	15	13.76%	122	23.74%
Jared WP Taber	18	50.00%	16	14.41%	5	5.49%		0.00%		0.00%	3	2.75%	42	8.17%
Joshua P Brown	2	5.56%	3	2.70%	4	4.40%		0.00%		0.00%	4	3.67%	13	2.53%
<b>Juvenile</b>	<b>0.00%</b>	<b>4</b>	<b>3.60%</b>	<b>2</b>	<b>2.20%</b>	<b>6</b>	<b>5.61%</b>	<b>1</b>	<b>1.67%</b>	<b>22</b>	<b>20.18%</b>	<b>35</b>	<b>6.81%</b>	
Brenda Warren	0.00%	2	1.80%	1	1.10%	5	4.67%	1	1.67%	9	8.26%	18	3.50%	
Denise Olson	0.00%	2	1.80%	1	1.10%	1	0.93%		0.00%	13	11.93%	17	3.31%	
<b>Grand Total</b>	<b>36</b>	<b>100.00%</b>	<b>111</b>	<b>100.00%</b>	<b>91</b>	<b>100.00%</b>	<b>107</b>	<b>100.00%</b>	<b>60</b>	<b>100.00%</b>	<b>109</b>	<b>100.00%</b>	<b>514</b>	<b>100.00%</b>

Assignment Type	Low		Medium		Per Policy-No LSCMI		Prescreen Low--No Assmt		Unknown		Total #	Total %
	#	%	#	%	#	%	#	%	#	%		
Pre-Trial Supervision	1	25.00%		0.00%	2	33.33%		0.00%	8	36.36%	11	31.43%
Traditional Supervision	3	75.00%	2	100.00%	4	66.67%	1	100.00%	14	63.64%	24	68.57%
<b>Grand Total</b>	<b>4</b>	<b>100.00%</b>	<b>2</b>	<b>100.00%</b>	<b>6</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>22</b>	<b>100.00%</b>	<b>35</b>	<b>100.00%</b>

Adult														
Assignment Type	High		Low		Medium		Per Policy-No LSCMI		Prescreen Low--No Assmt		Unknown		Total #	Total %
	#	%	#	%	#	%	#	%	#	%	#	%		
Felony	29	80.56%	68	63.55%	61	68.54%	2	1.98%	3	5.08%	32	36.78%	195	40.71%
Enhanced Supervision	15	41.67%		0.00%	2	2.25%		0.00%		0.00%		0.00%	17	3.55%
ESO Phase 1	4	11.11%		0.00%		0.00%		0.00%		0.00%		0.00%	4	0.84%
ESO Phase 2	2	5.56%	1	0.93%		0.00%		0.00%		0.00%		0.00%	3	0.63%
ESO Phase 3		0.00%	7	6.54%	2	2.25%		0.00%		0.00%		0.00%	9	1.88%
ESO Phase 4		0.00%	5	4.67%	1	1.12%		0.00%		0.00%		0.00%	6	1.25%
Pre-Trial Supervision	5	13.89%	6	5.61%	4	4.49%	1	0.99%	2	3.39%	24	27.59%	42	8.77%
Specialty Court-Pre-Trial		0.00%		0.00%	1	1.12%		0.00%		0.00%		0.00%	1	0.21%
Specialty Court-Probation	2	5.56%	3	2.80%	3	3.37%		0.00%		0.00%	4	4.60%	12	2.51%
Traditional Supervision	1	2.78%	46	42.99%	48	53.93%	1	0.99%	1	1.69%	4	4.60%	101	21.09%
Gross Misdemeanor	6	16.67%	28	26.17%	15	16.85%	49	48.51%	21	35.59%	25	28.74%	144	30.06%
Enhanced Supervision	2	5.56%		0.00%		0.00%		0.00%		0.00%		0.00%	2	0.42%
ESO Phase 2		0.00%	1	0.93%		0.00%		0.00%		0.00%		0.00%	1	0.21%
ESO Phase 3		0.00%		0.00%		0.00%		0.00%		0.00%	1	1.15%	1	0.21%
Intake/Pretrial/Investigation Caseload-includes incoming transfers		0.00%		0.00%		0.00%		0.00%		0.00%	1	1.15%	1	0.21%
Pre-Trial Supervision	1	2.78%	3	2.80%	2	2.25%		0.00%		0.00%	12	13.79%	18	3.76%
Traditional Supervision	3	8.33%	24	22.43%	13	14.61%	49	48.51%	21	35.59%	11	12.64%	121	25.26%
Misdemeanor	1	2.78%	11	10.28%	12	13.48%	50	49.50%	35	59.32%	30	34.48%	139	29.02%
Pre-Trial Supervision	1	2.78%	1	0.93%	2	2.25%		0.00%		0.00%	17	19.54%	21	4.38%
Traditional Supervision		0.00%	10	9.35%	10	11.24%	50	49.50%	35	59.32%	13	14.94%	118	24.63%
Petty Misdemeanor		0.00%		0.00%	1	1.12%		0.00%		0.00%		0.00%	1	0.21%
Traditional Supervision		0.00%		0.00%	1	1.12%		0.00%		0.00%		0.00%	1	0.21%
<b>Grand Total</b>	<b>36</b>	<b>100.00%</b>	<b>107</b>	<b>100.00%</b>	<b>89</b>	<b>100.00%</b>	<b>101</b>	<b>100.00%</b>	<b>59</b>	<b>100.00%</b>	<b>87</b>	<b>100.00%</b>	<b>479</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>53</b>	<b>24.31%</b>	<b>6</b>	<b>2.75%</b>	<b>59</b>	<b>27.06%</b>
Discharge	1	0.46%		0.00%	1	0.46%
Discharge-Early	30	13.76%		0.00%	30	13.76%
Discharge-Expiration	7	3.21%		0.00%	7	3.21%
Discharge-Multiple Stay Types	1	0.46%		0.00%	1	0.46%
Dismiss	14	6.42%		0.00%	14	6.42%
Executed-COC serving MCF (Felony Supervision)		0.00%	6	2.75%	6	2.75%
<b>Gross Misdemeanor</b>	<b>67</b>	<b>30.73%</b>	<b>4</b>	<b>1.83%</b>	<b>71</b>	<b>32.57%</b>
Discharge	2	0.92%		0.00%	2	0.92%
Discharge-Early	23	10.55%		0.00%	23	10.55%
Discharge-Expiration	23	10.55%		0.00%	23	10.55%
Dismiss	19	8.72%		0.00%	19	8.72%
Executed-COC serving MCF (Felony Supervision)		0.00%	1	0.46%	1	0.46%
Executed-Court-LOC (GM/M Supervision cases)		0.00%	3	1.38%	3	1.38%
<b>Misdemeanor</b>	<b>78</b>	<b>35.78%</b>	<b>9</b>	<b>4.13%</b>	<b>87</b>	<b>39.91%</b>
Discharge	2	0.92%		0.00%	2	0.92%
Discharge-Early	24	11.01%		0.00%	24	11.01%
Discharge-Expiration	47	21.56%		0.00%	47	21.56%
Dismiss	5	2.29%		0.00%	5	2.29%
Executed-Client Demanded-LOC (GM/M Supervision)		0.00%	3	1.38%	3	1.38%
Executed-COC serving MCF (Felony Supervision)		0.00%	2	0.92%	2	0.92%
Executed-Court-LOC (GM/M Supervision cases)		0.00%	4	1.83%	4	1.83%
<b>Petty Misdemeanor</b>	<b>1</b>	<b>0.46%</b>		<b>0.00%</b>	<b>1</b>	<b>0.46%</b>
Discharge-Early	1	0.46%		0.00%	1	0.46%
<b>Grand Total</b>	<b>199</b>	<b>91.28%</b>	<b>19</b>	<b>8.72%</b>	<b>218</b>	<b>100.00%</b>



Juvenile	Successful # of cases	%	Total # of cases	Total %
Discharge-Early	3	6.25%	3	6.25%
Discharge-Expiration	30	62.50%	30	62.50%
Dismiss	15	31.25%	15	31.25%
<b>Grand Total</b>	<b>48</b>	<b>100.00%</b>	<b>48</b>	<b>100.00%</b>

---