

WRIGHT COUNTY COURT SERVICES COMPREHENSIVE PLAN



2023



TABLE OF CONTENTS

INTRODUCTION	2
STRATEGIC HIGHLIGHTS	2
WRIGHT COUNTY MISSION	3
DEMOGRAPHICS	4
WRIGHT COUNTY ORGANIZATIONAL STRUCTURE	6
COURT SERVICES MISSION, VISION, AND VALUES	9
SECTION I: ADMINISTRATION AND ORGANIZATION OF COURT SERVICES SERVICES	9
ORGANIZATION OF COURT SERVICES	10
2023 FTE CLASSIFICATIONS AND STAFF COMPLEMENT	11
2023 HIGHLIGHTS	12
SECTION II: COURT SERVICES SUPERVISION SERVICES.....	13
ADULT SUPERVISION SERVICES	13
PRE-TRIAL SUPERVISION SERVICES	17
JUVENILE SUPERVISION SERVICES	17
SECTION III: VICTIM CONCERNS	19
SECTION IV: COURT SERVICES PROGRAMS.....	19
DEPARTMENT OPERATED PROGRAMS	20
COGNITIVE BEHAVIORAL PROGRAMMING	22
PARTNERSHIP WITH COMMUNITY PROVIDERS	23
OTHER DEPARTMENT PROGRAMS	25
STAFF PROGRAMS AND TRAINING	25
SECTION V: EVIDENCE-BASED BEST PRACTICES	27
COACHING AND DEVELOPMENT	27
ALLOCATION OF EXPENSES	29
SECTION VI: APPENDIX	29
SALARY ROSTER	29
REVENUE	30
FEES	30
COURT SERVICES FEE SCHEDULE.....	31
STATISTICS.....	32
ADULT AND JUVENILE	32
PRETRIAL	32
STATISTICS.....	32

INTRODUCTION

Over the past several years, Wright County Court Services has experienced growth and opportunities for change. We have used creative ways to change business practice to accomplish the growth and ever-changing environment and have worked hard at fiscal responsibility. This comprehensive plan outlines many of the key-concepts this department utilizes to provide effective supervision and public safety.

Strategic Highlights

Rethinking Supervision. Wright County continues to work with the National Institute of Corrections (NIC) and Center for Effective Public Policy (CEPP) to implement the dosage supervision model. This model builds on evidence-based practices (EBP) and promising practices to restructure the supervision of justice-involved individuals. Our aim is to improve outcomes (recidivism reduction) for the individuals we supervise and our community by incorporating these key concepts into our supervision: 1) effective cognitive interventions 2) incentivizing engagement in risk-reduction behaviors 3) opportunity for early discharge from supervision when risk reduction goals are met. This model takes into consideration the RNR (Risk, Needs, Responsivity) principles by applying needs-based interventions in appropriate doses, the importance of behavior change supervision (rather than primarily surveillance supervision), and the use of evidence-based cognitive interventions, treatment, skill building and core correctional practices to change behavior.

Behavior Management Matters. When Public safety is not in jeopardy, change agents understand that unfavorable behavior is an opportunity to teach justice-involved individuals' new prosocial skills. Responding to probation violations, whether law violations or technical violations, by using a behavior modification matrix provides consistency and transparency while also providing correctional interventions directly targeting behavior change areas. The use of positive reinforcements and effective responses to noncompliance behavior has proven to be more effective than punishment alone. This department will continue developing this best practice model to improve outcomes in behavior change and recidivism reduction.

Data-Driven Decision Making. Using facts and data to find patterns and inferences provides our department with insight to help inform our decisions, improve efficiencies, and drive strategies. We will continue to improve our data analysis to enhance and optimize our department's processes to achieve greater results and promote positive outcomes. This evidence-based approach is critical to the success of the department operations and the health of our community.

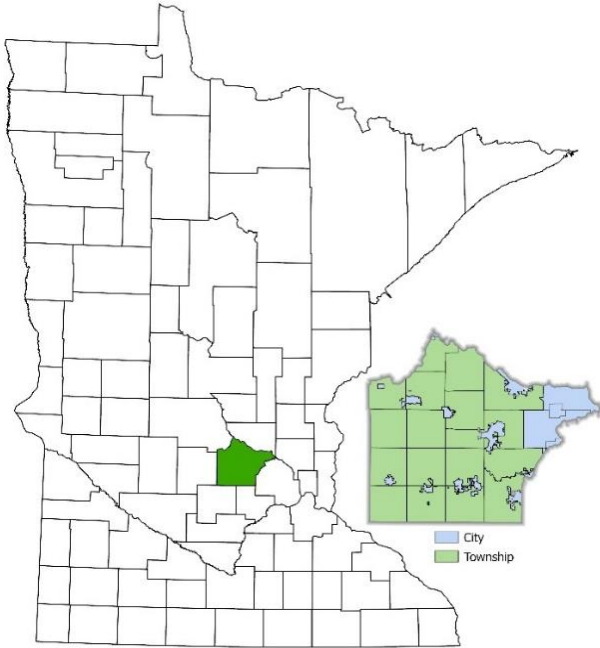
Evidence-Based Best Practices. The mission of this department focuses on delivering person-centered supervision. We do this by using validated assessment tools that address criminogenic and behavioral need areas to collaboratively create case plans to drive supervision for moderate to high risk individuals. These strategies along with motivational interviewing techniques to enhance relationships and promote positive behavior change is an ongoing process in this department. We will continue to provide staff with the necessary resources and training to sharpen their skills in these areas along with ongoing coaching to ensure fidelity of these practices.

Restorative Justice. Court Services takes a holistic approach to corrections through restorative practices. This department was one of the first corrections department in the state of Minnesota to train agents in community conferencing and implement the restorative justice practice model. These practices put people first and humanize all individuals involved in the harm done. By engaging our community and victims in the healing process, we hope to achieve restoration in families and throughout our communities.

Wright County Mission

LEAD WITH FISCAL RESPONSIBILITY, INNOVATION, AND COMPASSION

Wright County, located in East Central Minnesota, is currently that fastest growing county in the state (per capita), and encompasses the fastest growing city in the state, Otsego. From 2020 to 2022, Wright County has experienced a population growth rate of 4.7%.



POPULATION	
Population total	148,003
Population rank	10 of 87 Counties
Population under 18	26.90%
Population over 65	13.80%
Median age (male and female)	37.75
Percent with bachelor's degree or higher	33.10%
High school graduate or higher of persons 25+	94.90%
Households	54,884

American Community Survey 2022

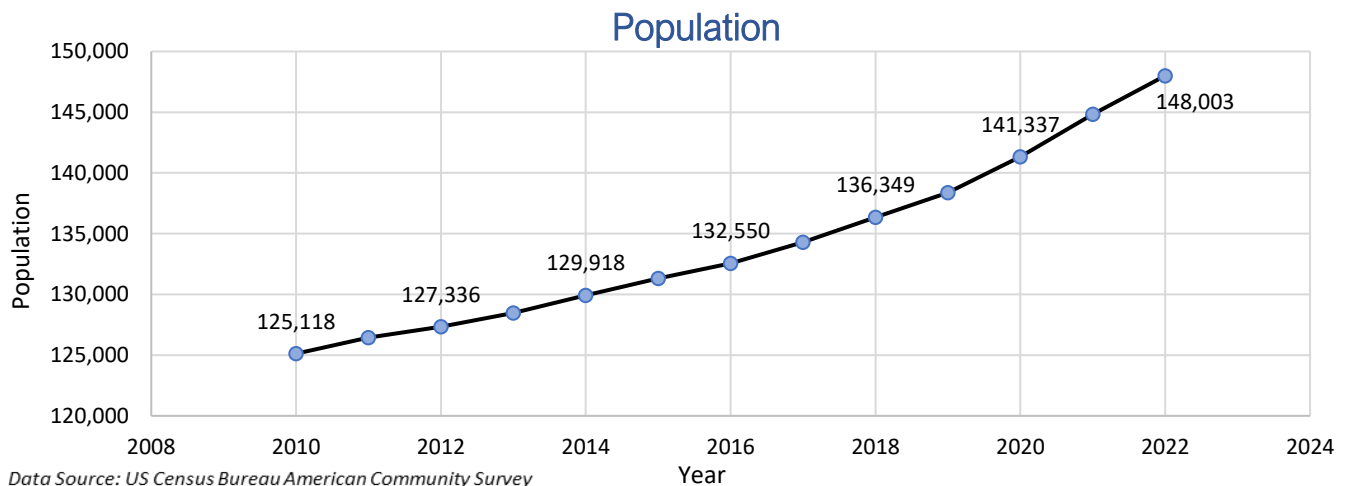
Established: 1855

County Seat: Buffalo

Population (2022): 148,003

Area: 661.16 Square Miles

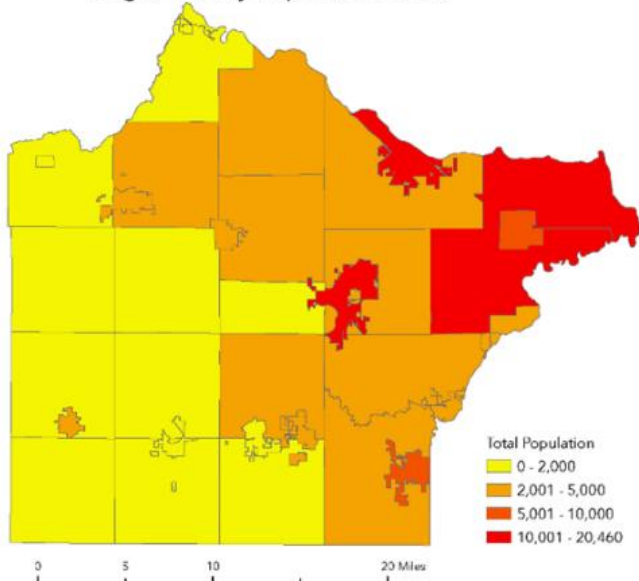
Land Area (without water): 584.81 Square Miles



Demographics

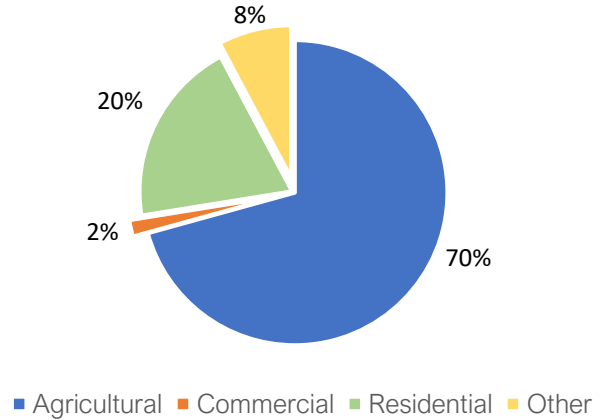


Wright County Population 2022



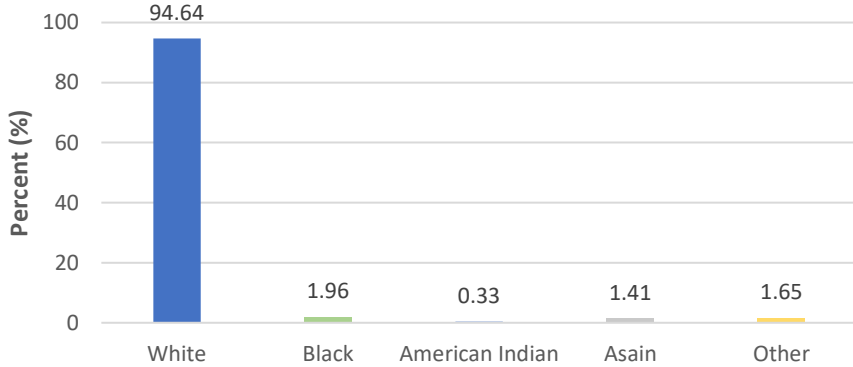
Data Source: US Census Bureau American Community Survey

Land Use by Percent Area



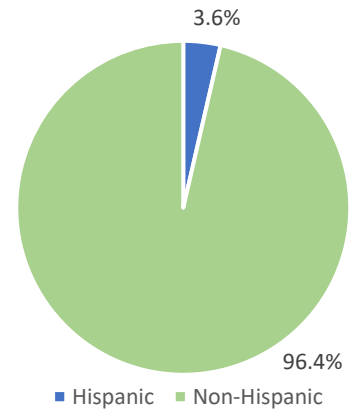
Data Source: Wright County Land Records

Population Breakdown by Race



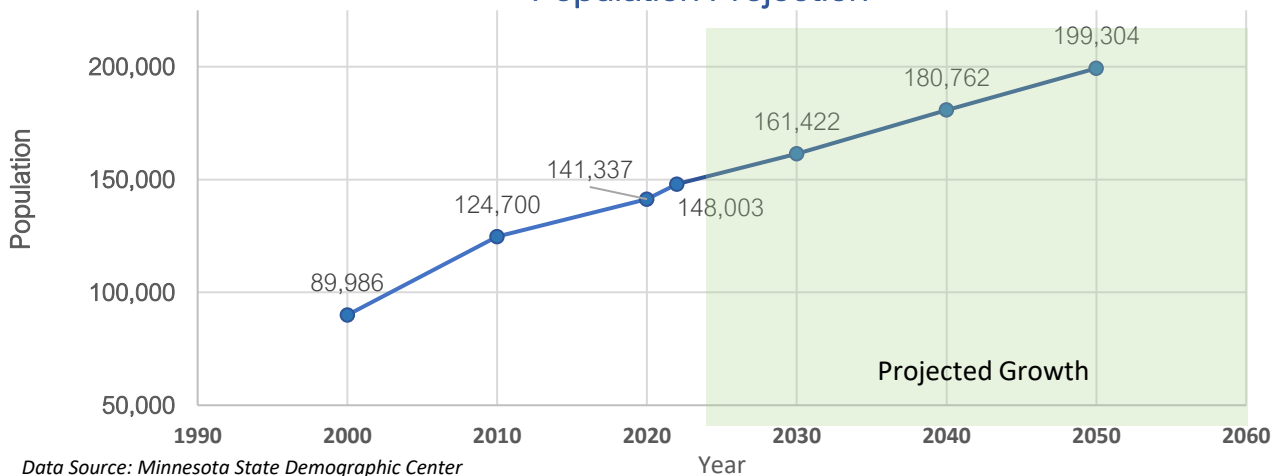
Data Source: US Census Bureau American Community Survey

Population Breakdown by Ethnicity



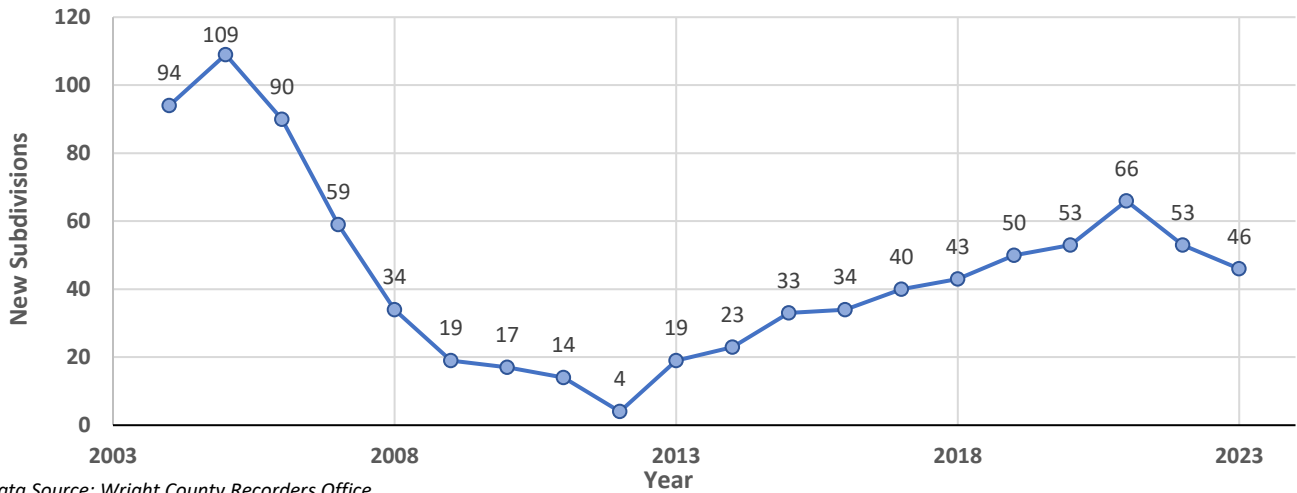
Data Source: American Community Survey 2022

Population Projection



Data Source: Minnesota State Demographic Center

New Neighborhoods 2004 - 2023

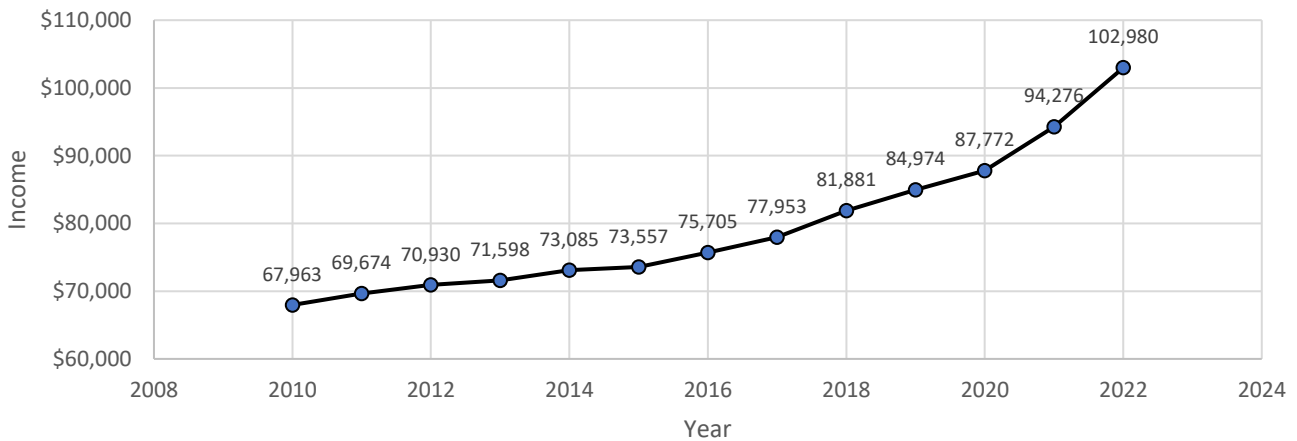


ECONOMIC

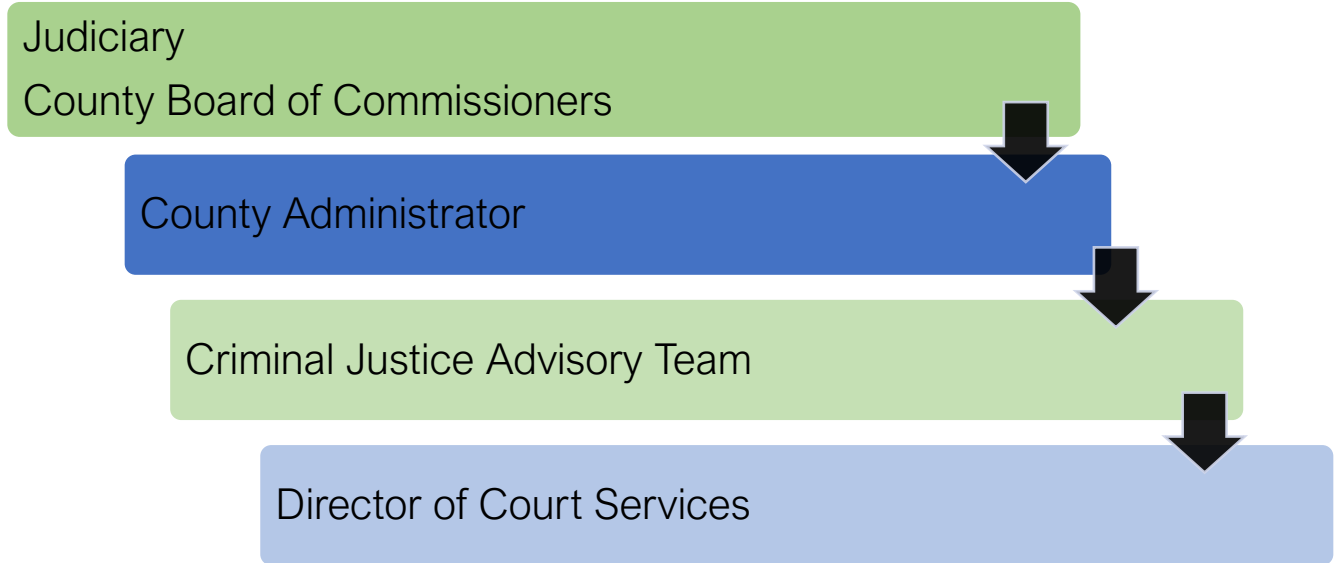
Median household income	\$102,980
Per capita income	\$43,067
Percent of families below the poverty level	3.20%
Percent of people below the poverty level	5.30%
Owner occupied housing unit with a mortgage: Median monthly housing cost	\$1,875
Median gross rent: 1 bedroom	\$1,583
Mean commute travel time to work	30.4 Minutes

American Community Survey 2022

Median Household Income



Wright County Organizational Structure



JUDICIARY

Wright County is one of eight counties making up the Tenth Judicial District. District Court advises the County Board and Court Services Department. Wright County District Court holds six judicial seats and the elected judges seated in Wright County are as follows:

Honorable Elizabeth Strand

Honorable Geoffrey Tenney

Honorable John A. Bowen

Honorable Kari Willis

Honorable Catherine McPherson

Honorable Suzanne Bollman

Vision

The general public and those who use the court system will refer to it as accessible, fair, consistent, responsive, free of discrimination, independent, and well-managed

Mission






To provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies

COUNTY BOARD OF COMMISSIONERS

The Wright County Board of Commissioners is the body of elected officials that operate as a deliberative and legislative assembly charged by law with overseeing the management and administration of the County. They represent the county's interests at the state and federal level. They develop policies, participate in long range planning, and manage the county's budget and finances, which guide the affairs of Wright County.

The County Board functions within the statutory framework of Minnesota law. General duties, powers and responsibilities are found in Minnesota Statutes, primarily but not exclusively Chapters 370, 373 and 375. Minnesota Statutes supersede all bylaws, rules and policies established by the Board.

Current Commissioners

 <p>District 1: Tina Diedrick Phone: (763) 682-7697 Email: Tina.Diedrick@co.wright.mn.us</p>	 <p>District 4: Nadine Schoen Phone: (763) 682-7696 Email: Nadine.Schoen@co.wright.mn.us</p>
 <p>District 2: Darek Vetsch Phone: (763) 682-7687 Email: Darek.Vetsch@co.wright.mn.us</p>	 <p>District 5: Michael Kaczmarek Phone: (763) 682-7685 Email: Michael.Kaczmarek@co.wright.mn.us</p>
 <p>District 3: Jeanne Holland Phone: (763) 682-7686 Email: Jeanne.Holland@co.wright.mn.us</p>	

Vision, Mission, and Core Values

Governing Wright County. Elected Officials work in tandem with a strong professional managed workforce to accomplish the goals and objectives of Wright County.

Commitment to our Customers. Wright County government will provide fiscally prudent, risk sensitive, cost-effective solutions, with the objective being to serve those who use our services to the best of our ability.

Commitment to Staff. Wright County government is committed to providing a positive and healthy work environment. We are committed to preparing and educating our workers to provide quality services.

Expectations of Each Other. We expect honesty, integrity, and a commitment to the values of our organization without regard for position or title.

Leading County Government. Our goal is to create an organizational culture which fosters creativity, responsibility, and a willingness to take reasonable risks with an acceptance of responsibility, accountability, and authority.

Measuring Government Performance. We will monitor key performance indicators to continuously improve our services to our citizens.

Open Government. The County Board and Wright County will be recognized as an organization with a high standard of excellence. We will accomplish this through engaging the citizens and local government agencies by being as transparent as the law allows using all media types to present easy to understand documents.

COUNTY ADMINISTRATOR

CURRENT COUNTY ADMINISTRATOR: LEE R. KELLY

The County Administrator is appointed by and under the general direction of the County Board of Commissioners, this position is the Chief Executive Officer for the County Board of Commissioners; directs the overall administration of the County and is responsible for developing, recommending, and implementing County-wide policies and programs. The County Administrator has the authority to hire, suspend and dismiss employees within the authority granted by the County Board of Commissioners.

This position participates in the planning, development, recommendation, implementation, and evaluation of County policies and is responsible for providing leadership and direction to the management and operation of the County by establishing goals and objectives within policy directives set forth by the County Board.

CRIMINAL JUSTICE ADVISORY TEAM

The Criminal Justice Advisory Team is active in the implementation and operation of correctional services. They assist in the advisement of correctional planning to improve the communities of Wright County. This team meets several times each year collaborating together to lift up and guide the criminal justice system.

The Advisory Team Members includes a member from each of the following areas:

Honorable Suzanne Bollman
Wright County Chief Judge

Lee Kelly
Wright County Administrator

Sean Deringer
Wright County Sheriff

Patrick O'Malley
Wright County Jail Administrator

Brian Lutes
Wright County Attorney

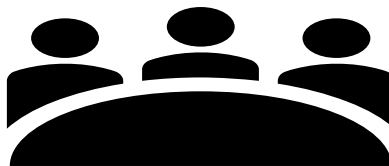
Bill Robyt
Chief Public Defender

Michael MacMillan
Court Services Director

Les Grunwald
District Supervisor – DOC

Monica Tschumper
Court Administration Director

Community Member



Court Services Mission, Vision, and Values

MISSION

The fundamental mission of Wright County Court Services is to deliver person-centered supervision to help inspire and change lives. We are committed to assisting our impartial justice system by embracing equity, integrity, and accountability through best practices and innovative methods to ensure our efforts lead to risk reduction results. We strive to reduce victimization by building healthy families and communities through community collaboration and restorative practices.

VISION

Court Services strives to provide the best service possible to the Court, County, Community, and Clients. We have designed our supervision and programs using Best Practices to make sure our staff has the best tools possible for working with the clients under our supervision. Court Services supervises adult and juvenile clients on pre-trial, probation, court-ordered services, and diversion status.

VALUES

We cultivate positive relationships with our clients, staff, and community. We are dedicated to having a positive impact on the people and communities we serve. We create an environment of inclusiveness, by treating others with dignity and respect. We promote a learning culture for continued professional development and teamwork

GOALS



Deliver person-centered supervision



Embrace equity, integrity, and accountability through best practices to produce risk reduction results



Reduce victimization by building healthy families and communities

Organization of Court Services

Director of Court Services

Has the daily responsibility for the overall operations of the Court Services Department

Director - Michael J. MacMillan

Leadership Team

Carries out directives from Director

Tom Feddema – Adult Team Supervisor
Margaret Munson – Pre-trial Team Supervisor
Tammi Solarz – Juvenile Team Supervisor

Coaching & Development Team

Provide program implementation and coaching of correctional staff on evidence-based best practices

Darnell Brethorst – Career Agent
Neal Huemoeller – Master Agent
Leah Fleming – Career Agent

Corrections Agents

Provide direct supervision to justice-involved individuals in Wright County

Adult Team Agents

Ryan Anderley
Joe Backes
Ross Becker
Ryan Busch
Amy Hertzog
Alex Hirman
Pat Lavine
Tessa MacDonald
Anissa Moos

Juvenile Team Agents

Ed Anderson
Rachael Beckman
Danny Heikkinen
Kaylee Henson
Melissa Holthaus
Ross Jahnke
Nathan Miller

Pre-trial Team Agents

Taylor Burch
Dilan Groenke
Chris Jahnke
Cassandra Martin
Brian Stoll
Janelle Webb

Case Aide

Assist corrections agents with daily duties

Cynthia Weiland Raquel Groetken Taylor Wann

Support Staff Team

Provides daily reception duties to corrections department

Jessie Miller – Business Manager

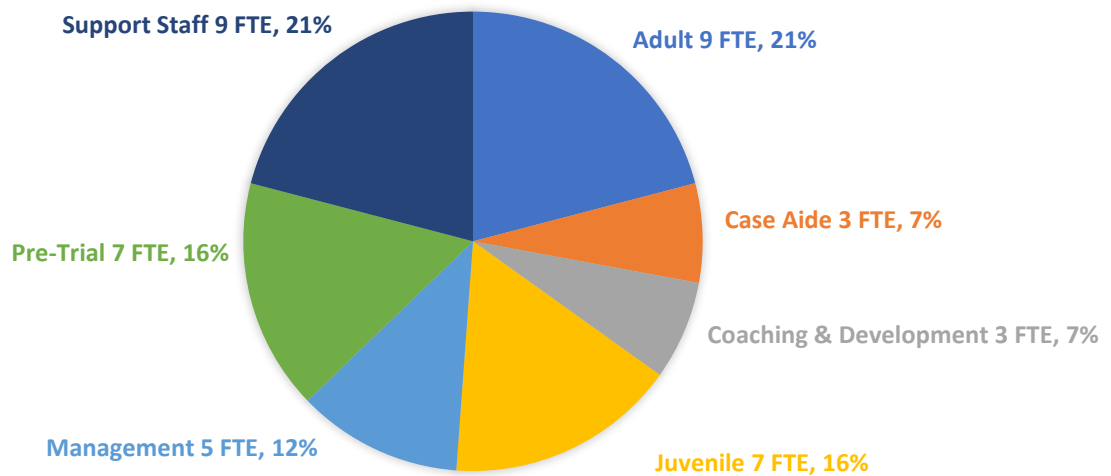
Support Staff Team

Kathleen Brannan-Merritt Sarah Denzer Jess Erickson Barb Lee Krista Lee Becky Lockwood
Lori Mollenhoff Michelle Pramann Katie Rawerts

2023 FTE Classifications and Staff Complement

2023 FTE Classification	#FTE	Salary Range Minimum	Salary Range Maximum
Support Staff	9	\$45,635.20	\$63,835.20
Case Aide	3	\$48,371.92	\$62,077.83
Agent	4	\$63,647.43	\$87,038.71
Senior Agent	7	\$66,192.75	\$94,142.80
Career Agent	9	\$74,458.60	\$110,134.64
Master Agent	6	\$77,989.97	\$119,970.63
Supervisor	3	\$85,542.23	\$131,586.16
Business Manager	1	\$68,577.60	\$96,033.60
Director	1		(as approved by judicial)
	43	\$45,635.20	\$131,586.16

2023 FULL TIME EQUIVALANT 43 TOTAL



2023 Highlights

Wright County Court Services is proud to highlight a few of the accomplishments and exceptional work performed by our staff this year.

Training

- Hosted Brian Lovins, National Speaker from the University of Cincinnati Institute, presented Coaching vs. Referee, Probation Officer as a Coach: Building a new Professional Identity
- Hosted Commander Tim Harris, Washington County Sheriff's Department, presented on Resiliency
- Provided a Safety Training Series including De-escalation tactics

New Trainers

- EBP Trainer: Agent Ed Anderson - Trainer in the YLS-I (Youth Level of Service Inventory)
- EBP Trainer: Agent Ross Becker - Trainer in MI (Motivational Interviewing)
- Safety Trainers: Agents Daniel Heikkinen and Ryan Anderley - Trainers in Use of Force

Awards

- MACPO (Minnesota Association of County Probation Officers) Excellence in Corrections Award – Presented to: The Gender Responsive Program- for their work, execution, and leadership in creating a program that serves high-risk female population
- MACPO AI Reker Award (long time distinguished service to the field of probation and MACPO) Presented to: Tom Feddema, Adult Team Supervisor

School Collaboration

- Hosted the annual All-County Safe Schools meeting which was attended by over 125 county, criminal justice, city, school, and community partners
- Agents presented at the 2023 Minnesota Secondary Principals Association – regarding wRight Choice (alternative school) and the history of Safe Schools
- Agents presented on the “Impact of Social Media” to students at local schools
- The Truancy Team hosted a back-to-school event and provided school supplies to students in the community

Restorative Justice

- Three Agents trained in Community Conference-Restorative Practice and reestablished referrals from schools and communities

Cognitive Programming & Responsivity

- A Gender-Responsive Decision Points Group was created specifically for females

Dosage Supervision

- Participating in the dosage supervision project initiated by the CEPP (Center for Effective Public Policy) and the NIC (National Institute of Corrections)

SECTION II: COURT SERVICES SUPERVISION SERVICES

Wright County Court Services is organized under the provisions of Minnesota Statute §244.19 (CPO Jurisdiction) and provides core services to juveniles and adults convicted of misdemeanor or gross misdemeanor offenses.

Wright County Court Services fosters safe communities by building healthy families through community collaboration and restorative practices. We strive to inspire change in the justice-involved individuals we serve. We use best practice strategies that have proven risk reduction results.

ADULT SUPERVISION SERVICES

The Adult Supervision Team includes nine agents and one supervisor who provides supervision for adult (age 18+) justice-involved persons convicted of misdemeanor, gross misdemeanor, felony DWI, and/or felony charges that have been reduced. The agents are assigned specific communities and are responsible for a number of tasks in addition to the supervision of offenders. They conduct pre-sentence investigations for the court, drug/alcohol testing as appropriate, cognitive skills interventions, submit probation violations, and testify in court. Agents work closely with justice partners including prosecutors, law enforcement, and Human Services; in addition to many of our community partners including schools, local businesses, as well as mental health and drug/alcohol treatment providers.

Supervision Services Include:

Risk/Needs Assessments

Adult Probation Supervision

- *Administrative Supervision*
- *Monitored Supervision*
- *Standard Supervision*
- *Traditional Supervision*
- *Intensive Supervision*
 - *Gender Responsive Supervision*
 - *Domestic Violence Supervision*
 - *Repeat DWI Supervision*

Transfer-Out Supervision

Dosage Supervision

Risk/Needs Assessment

The Level of Service Inventory – Revised risk/needs pre-screen assessment is a quantitative survey of offender attributes and offender situations relevant for making decision about levels of supervision and resource allocation. The LSI-R is conducted on all adult offenses assigned for probation supervision. Agent will complete this pre-screening risk assessment on all adult offenders assigned for probation supervision. A full LS/CMI (Level of Service Case Management Inventory) must be completed on all felony, gross misdemeanor, or misdemeanor offenses with a pre-screen score of 3 or more. A full LS/CMI must be completed on all person offenses.

LSI-R PRESCREEN SUPERVISION GUIDELINE

SCORE	LEVEL	SUPERVISION
0-1	Low	Monitored
2	Medium	Group
3+	High	Full LS/CMI Required

The **Level of Service Case Management Inventory** (LS/CMI) is a detailed quantitative assessment tool that identifies a client's re-offense risk. In addition, it identifies criminogenic need areas and determines the appropriate level of client supervision and resource allocation.

LS/CMI SUPERVISION GUIDELINE

SCORE	LEVEL	SUPERVISION
0-13	Low	Monitored
14-19	Medium	Standard
20+	High	Traditional
20+ & meet ISP criteria	High	Enhanced - Intensive Supervision

The department enters risk/needs data into a statewide database to better understand the effectiveness of this tool on the Minnesota population as well as analyze the probation population in Wright County.

The **Impaired Driving Assessment (IDA)** is a validated risk/needs assessment tool specific to DWI related offenses with the goal of identifying the appropriate level of community supervision. In addition, the IDA estimates the client's service needs, responsiveness to community supervision, areas of focus in community supervision, and identifying the traffic safety concerns related to the offense. The IDA assessment tool and scoring guide will be used for supervision guidelines.

IDA SUPERVISION GUIDELINE

SCORE	LEVEL	SUPERVISION
0-20	Low	Monitored
21-29	Low - Medium	Standard
30-39	Medium - High	Traditional
40+	High-Very High	Enhanced – Repeat DWI Program

DOMESTIC VIOLENCE SCREENING INVENTORY (DVSI) GUIDELINE

The **DVSI** is a specialty risk assessment tool that is designed to assess the likelihood of the occurrence of intimate partner violence (Guo and Harstall 2008; Hilton and Harris 2005; Kropp 2008; Wong and Hisashima 2008). It includes both static and dynamic factors, such as items pertaining to domestic violence, criminal history, current employment, relationship status, treatment history, and information on the current offense. The DVSI provides the evaluator with a risk score that is used to determine the offender's risk level relative to other offenders. It is used in a number of capacities in the criminal justice system, including at intake, at probation, and for case supervision.

This tool is used on all domestic related cases including domestic assaults, Order For Protection violations, DANCO violations, harassment violations (if domestic related), disorderly conduct reduced from domestic assault, 911 interfere and terroristic threats (if domestic related and intimate partner). This tool will be used for level of supervision purposes. If a client has a score of 5 or below on the DVSI and 19 or below on the LSCMI, they will go to standard supervision. If the DVSI score is 6 or higher or the LSCMI score is 20 or higher, the client will be placed on traditional supervision or DV-ISP (if Gross Misdemeanor).

WOMENS RISK NEEDS ASSESSMENT (WRNA) GUIDELINE

The **Women's Risk Needs Assessment (WRNA)** instrument is a validated, peer-reviewed risk/need instrument specifically designed for justice-involved women. The WRNA not only measures women's specific criminogenic needs, but also their strengths, to drive a comprehensive, holistic case-plan designed to work alongside women and their gender- and trauma-responsive treatment and supervision.

This specialty assessment is conducted on high risk justice-involved women that have been assigned to the gender-responsive supervision caseload to help agents focus in on the highest area of need.

Administrative Supervision

Individuals placed on administrative supervision will have no direct contact with agents. This is a high-volume, low contact caseload that includes low-level misdemeanor and low-risk gross misdemeanor offenses. Agents assist individuals with meeting court ordered conditions by providing direction and resources as needed. All cases transferred to administrative supervision from other supervision levels must have all conditions of probation satisfactorily met prior to transfer. Agents use technology to ensure compliance and law-abiding behavior. Cases are reviewed and submitted for closure 30 days prior to expiration.

Monitored Supervision

Individuals placed on monitored supervision will have an initial meeting with an agent to complete a probation agreement, fee contract, and supervision check list. The agent will provide necessary resources to assist with successful completion of any court ordered conditions of probation. Individuals placed on monitored supervision include those with an LSI-R pre-screen score of 0-1, an LSCMI score of 0-9 and/or an IDA score of 0-20 (DWI offenses), in addition to individuals sentenced directly from court without a pre-sentence investigation. Cases are reviewed within six months to ensure compliance of conditions. When all conditions are met, the case will be transferred to administrative supervision until probation expiration. Case planning is not required with monitored supervision. All supervision changes must be recorded in CSTS.

Standard Supervision

Individuals placed on standard supervision will attend a minimum of three probation meetings scheduled bi-monthly. Individuals may be assigned to standard supervision directly from court or as a step-down from a higher level of supervision. Individuals placed on standard supervision include those with an LSI-R pre-screen score of 2, an LSCMI score of 10-19 and/or an IDA score of 21-29 (DWI offenses). Supervision may be extended beyond three meetings if conditions of probation are not satisfactorily completed. If three sessions are completed and conditions are met, the case may be transferred to administrative supervision until probation expiration. Case planning is not required for standard supervision. All supervision changes must be recorded in CSTS.

Traditional Supervision

Individuals placed on traditional supervision will meet with an agent a minimum of twice monthly which includes one in-person contact. Personal contact may include community, home, school, office, or place of employment. Home visits are required a minimum of once every three months and will be documented in CSTS. Individuals placed on traditional supervision include those with an LSCMI score of 20 or more and/or a score of 30 or more on the IDA (DWI offenses) and/or a score of 6 or more on the DVSI (Domestic violence). Agents incorporate the results of the assessment into a case plan to assist in goal setting and positive behavior change. Individuals complete cognitive skills homework with the agent and may also attend specialized cognitive behavioral skills programming, such as cognitive behavior groups, substance abuse treatment and/or mental health treatment programs as appropriate. A reduction in contact may occur as recommended by agent and as approved by Director. Cases will be reassessed with a full LS/CMI after a minimum of six months on supervision or when transferring to a lower level of supervision. All supervision changes must be recorded in CSTS.

Gender Responsive Supervision

Evidence-based Research suggests a gender-responsive approach to probation supervision that addresses the causes of women offending, including previous abuse and trauma, may be more effective than gender-neutral approach. Gender-responsive recognizes the behavioral and social differences between female and male justice-involved individuals. In addition to the goal of deterring criminal behavior, this gender-responsive approach also seeks to increase the health and well-being of women, their families, and the community.

Gender-Responsive Supervision provides comprehensive supervision to high risk justice-involved females under supervision in Wright County. The focus is on building healthy relationships and addressing female specific risks and needs. The Women's Risk/Needs Assessment (WRNA) assists in effectively identifying specific risk/need areas for women involved in the justice system. This supervision provides trauma informed strength based structure while holding participants accountable. Collaboration with community resources and people involved in the participant's life is a foundation of this supervision.

This supervision is structured into phases; however, phase length and supervision within phases is individualized; it is responsive to the needs of the client's risks and needs. Agents incorporate the results of the assessment into a case plan to assist in goal setting and positive behavior change. Individuals complete cognitive skills homework with the agent and may also attend specialized cognitive behavioral skills programming, such as cognitive behavior groups, substance abuse treatment and/or mental health treatment programs as appropriate. This program represents the shift in the way probation is working with justice-involved individuals.

Criteria: All types of offenses, Wright County resident, LS/CMI score 20+ and/or IDA score 30-39.

Domestic Violence Intensive Supervision

Intensive Supervision for Domestic Violence individuals is designed to enhance public safety and encourage behavior change by holding high risk justice-involved individuals accountable through the use of cognitive behavioral strategies, incentives and sanctions, case planning & supervision, chemical dependency treatment, mental health services, and supplemental services.

The goal of this supervision is to end the harm and stigma of domestic violence with education and understanding of the behaviors that define it and provide examples of healthy relationships and healthy living. This program also examines the needs of the victims and provides resources to victims and their families. This level of supervision will promote behavior change through positive reinforcements and a team approach with other justice partners, treatment and recovery programs, and ancillary service providers. Evidence-based practices are used by assessing individual needs and tailoring services to meet those needs. Agents incorporate the results of the assessment into a case plan to assist in goal setting and positive behavior change. This supervision is structured into phases; however, phase length and supervision within phases is not concrete; it is responsive to the needs of the client's risks and needs. This program represents the shift in the way probation is working with justice-involved individuals.

Criteria: Court ordered, GM domestic violence offenses, minimum of two years supervision, Wright County resident, LS/CMI score 20+ and/or DVSI score 6+.

Repeat DWI Intensive Supervision

Intensive Supervision for Repeat DWI individuals is designed to enhance public safety and change behavior by holding high risk justice-involved individuals accountable through the use of cognitive behavioral strategies, incentives and sanctions, case planning & supervision, chemical dependency treatment, and supplemental services. This program will lead individuals with substance use and mental health disorders out of the justice system and into lives of recovery and stability.

This program will promote recovery through positive reinforcements and a team approach with other justice partners, treatment and recovery programs, and ancillary service providers while assisting individuals to improve their education, employment, housing, and financial stability; and encourage family reunification. Evidence-based practices are used by assessing individual needs and tailoring services to meet those needs. Agents incorporate the results of the assessment into a case plan to assist in goal setting and positive behavior change. This supervision is structured into phases; however, phase length and supervision within phases is not concrete; it is responsive to the needs of the client's risks and needs. This program represents the transition in the way probation is working with justice-involved individuals.

Criteria: Minimum of 2 DWI offenses on record, felony offense, Wright County resident, LS/CMI score is 20+ and/or IDA score is 40+

Transfer-Out Supervision

Cases eligible for transfer out of Wright County will be assigned to an agent to oversee supervision from the date of sentencing until transfer of the case has been officially accepted by transfer county and/or state. Once the case is transferred, the client's county of residence is responsible for direct case supervision. The case will remain open in Wright County until probation term expires.

Dosage Supervision

Wright County began the implementation process of Dosage Supervision in 2022. This program is scheduled for full implementation late 2024.

Dosage Supervision is designed to integrate evidence-based practices (EBP) and principles which have been shown to reduce crime, respond effectively to violations and promote human and social capital through rehabilitation. This model specifically outlines the practices to use while working with justice-involved individuals who have been court ordered to supervision, probation, and supervised release. This model will lead to improved public safety outcomes at a lower and more effective cost to the community if it is followed with fidelity by its staff and supported by the agency and collateral resources.

Dosage hours are earned through participating in programming that targets need areas such as criminal thinking, low self-control/coping skills, peer groups, family relationships and substance use, which maximizes the potential for behavior change.

Criteria: Individuals adjudicated and sentenced to a probation term for which the statutory maximum is two years or more on the following offenses: controlled substance, theft and property, and non-violent offenses. **Ineligible exceptions include** low risk individuals, sex offenses, cases transferred to another jurisdiction whose supervision does not provide dosage supervision, felony DWI offenses (4 within 10 years), domestic violent offenses, and prison bound cases.

PRE-TRIAL SUPERVISION SERVICES

The Pre-trial Supervision Team includes seven agents and a supervisor who provide supervision to pre-trial justice-involved individuals in an effort to enhance public safety and facilitate change through evidence-based and restorative practices. The level of supervision is assigned as designated by Wright County District Court based on the conditions of release set by such court.

Supervision Services Include:

Pre-trial Services

Pre-trial Conditional Release

Pre-trial Services

Court Services provides pre-trial services to the Court. These services assist the court in making effective and informed decisions about detention or release for individuals accused of a crime and detained in jail. Examples of these services include bail evaluations, pre-sentence investigation, chemical use assessments, and pre-plea worksheets.

Pre-trial Conditional Release

Court Services monitors certain conditions imposed by the Court, pending disposition of the criminal case in court. On specific offenses, data of the justice-involved individual is gathered using a pre-trial assessment tool (bail evaluation) including factors impacting his/her likelihood to appear and risk to public safety. This information is provided to the Court to ensure judges have the most predictive and least biased information for pretrial release decisions. Based on these factors and release conditions, the individual is assigned a level of supervision.

Conditions of release may include Global Positioning System (GPS) monitoring, electronic alcohol monitoring, monitoring of electronic devices for pornographic materials, random drug and alcohol testing, coordination of treatment care, and compliance with No-Contact orders. Victims involved in pre-trial cases may be contacted and offered assistance with safety planning. Violations of pre-trial conditions may result in individuals taken into custody and returned to jail pending Court review.

Agents meet with individuals after conditions of release have been imposed. Information and resources are provided regarding any court conditions. A specific agent is assigned to each case to monitor pre-trial conditions. Individuals ordered, as a pre-trial condition, to complete a Rule 20 evaluation will work with an agent to receive coordinated care services between human services and mental health professionals to ensure successful completion of this evaluation.

Assessing the risk and needs areas during the pre-trial phase of supervision assists in building a foundation for future case planning if the justice-involved individual is placed on probation supervision.

JUVENILE SUPERVISION SERVICES

The Juvenile Supervision Team consists of six agents and a supervisor who provide supervision for juvenile justice-involved individuals between the ages of 10-18, as well as young adults on Extended Jurisdiction Juvenile (MS 260B.120) through age 21, for all offense levels. Duties include but are not limited to evaluating risk/needs of probationers; submitting pre-dispositional reports, cognitive skills interventions, and violation reports with recommendations to the court; working closely with parents, school, and the community; and making appropriate referrals to various programs and community counseling. These duties help enhance the safety well-being of our Wright County communities.

Supervision Services Include:

Risk/Needs Assessment

Probation Supervision

- *Administrative Supervision*
- *Traditional Supervision*
- *Gender Responsive Supervision*

Risk/Needs Assessment

Youth Level of Service/Case Management Inventory 2.0 risk/needs pre-screen assessment is a quantitative survey of offender attributes and offender situations relevant for making decision about levels of supervision and treatment. The YLS/CMI is conducted on all juvenile offenses, except for status, traffic and petty offenses not meeting the criteria for alternative disposition. The completed YLS/CMI will determine their supervision level and assist in the development of a case plan.

YLS/CMI SUPERVISION GUIDELINE – MALES

SCORE	LEVEL	SUPERVISION
0-9	Low	Monitored
10-21	Medium	Standard
22-42	High	Traditional

YLS/CMI SUPERVISION GUIDELINE – FEMALES

SCORE	LEVEL	SUPERVISION
0-8	Low	Monitored
9-19	Medium	Standard
20-42	High	Traditional

Many youth also receive the Massachusetts Youth Screening Instrument (MAYSI) which identifies potential mental health issues in need of immediate attention and helps determine if a referral for a mental health assessment is warranted.

Administrative Supervision

Individuals placed on administrative supervision will have no direct contact with agents. This is a high-volume, low contact caseload that includes low-level pretty misdemeanor, traffic offenses along with client deemed low risk by the YLS/CMI. Agents assist individuals with meetings court ordered conditions by providing direction and resources as needed. Agents use technology to ensure compliance and law-abiding behavior. Cases are submitted for closure upon the completion of their conditions.

Traditional Supervision

Individuals placed on traditional supervision will meet with an agent a minimum of twice monthly which includes one in-person contact. Personal contact may include community, home, school, or in the office. Home visits are required a minimum of once every three months and will be documented in CSTS. Individuals placed on traditional supervision include those with an YLS/CMI score of 9-10 or more. Agents incorporate the results of the assessment into a case plan to assist in goal setting and positive behavior change. Individuals complete cognitive skills homework with the agent and may also attend specialized cognitive behavioral skills programming, such as cognitive behavior groups, substance abuse treatment and/or mental health treatment programs as appropriate.

Gender Responsive Supervision

Evidence-based Research suggests a gender-responsive approach to probation supervision that addresses the causes of female offending, including previous abuse and trauma, may be more effective than gender-neutral approach. Gender-responsive recognizes the behavioral and social differences between female and male justice-involved individuals. In addition to the goal of reducing criminal behavior, this gender-responsive approach also seeks to increase the health and well-being of girls, their families, and the community.

Gender-Responsive Supervision provides comprehensive supervision to high-risk justice-involved girls under supervision in Wright County. The focus is on building healthy relationships and addressing girl specific risks and needs. This supervision provides trauma informed strength-based structure while holding participants accountable. Collaboration with community resources and people involved in the participant's life is a foundation of this supervision.

Agents incorporate the results of the youth assessment into a case plan to assist in goal setting and positive behavior change. Individuals complete cognitive skills homework with the agent and may also attend specialized cognitive behavioral skills programming, such as cognitive behavior groups, substance abuse treatment and/or mental health treatment programs as appropriate. This program represents the shift in the way probation is working with justice-involved individuals.

Criteria: All types of offenses, Wright County resident, YLS/CMI score 9 and above.

SECTION III: VICTIM CONCERNS

Court Services recognizes persons and communities victimized by individuals under supervision. Special attention is given to ensure restoration and healing is a priority during case supervision. Victims are contacted during the pre-trial and post-sentence phase of supervision to provide resources, discuss safety-planning, and give victims the opportunity to express any financial, safety, and emotional concerns. Pre-sentence/pre-disposition reports include victim statements along with recommendations regarding contact restrictions and restitution. For certain crimes, the use of restorative practices such as community conferencing is a key element in promoting healing and community restoration. Agents monitor victim contact restrictions and include restitution payments as part of their client's case plan to assist with repairing the harm done to victims.

Our department works closely with victim advocates criminal justice partners including the County Attorney's Office and Sheriff's Department as well as community-based programs. Rivers of Hope is a community-based advocacy program addressing domestic violence in Wright and Sherburne County. This program provides a community coordinated response to end family violence and offers advocacy and support to youth and adults in this community. Much of the work done by corrections is to decrease criminal behavior with the hope of decreasing victims in our community.

SECTION IV: COURT SERVICES PROGRAMS

Court Services provides programs and services in support of its mission: *deliver person-centered supervision to help inspire and change lives*. These programs include research based best practices. In addition to providing our own programming, we also partner with local community providers and contract with other community agencies to provide services responsive to each individual's needs.

Department Operated

- Culturally Responsive Services
- Adult Diversion
- Driver's License Reinstatement Program (DLAP)
- Adult Drug Court Program (WCADC)
- Drug Testing
- Juvenile Diversion
- Truancy Program
- Alternative to Suspension Program - wRight Choice
- Safe Schools
- Community Conference – Restorative Justice

Cognitive Behavioral Programming

- Decision Points
- Aggression Replacement Training (ART)
- Voices
- Carey Guides Tools on Device (TOD)

Partnership with Community Providers

- Juvenile Detention
- Juvenile Out-of-Home Placement
- Juvenile Residential
- Adult Residential
- Adult Non-Residential
- Adult Local Incarceration & Detention
- Adult Housing
- Electronic Home Monitoring
- Moral Recognition Training (MRT)
- Individual Therapy
- Victim Services

Other Department Programs

- Employment Specialist
- Alternatives to Incarceration (ATI) Grant
- Ignition Interlock Grant

Staff Programs and Training

- Peer Mentorship
- Peer Support
- Safety Training
- Peer Learning Sessions
- Coaching-Observation Sessions

DEPARTMENT OPERATED PROGRAMS

Culturally Responsive Services

Identifying the population we serve is critical to providing culturally responsive services. Although the population of culturally diverse individuals we serve is too small to feasibly offer culturally specific programming, we service these individuals through the use of interpreters and referrals to culturally specific programs as needed. Agents are trained in cultural diversity, equity, and inclusion.

Adult Diversion

This program offers first time, low level, justice-involved individuals an opportunity to divert their offense from Court and provide a cognitive skills-based intervention in a timely manner, while also holding them accountable for their criminal behavior, thus reducing the likelihood of future criminal behavior.

This caseload is monitored by a case aide. The case aide will schedule a diversion meeting with the individual and, if a juvenile, a guardian. During the meeting, the case aide will have the individual take responsibility for their actions and agree upon an appropriate intervention to reinforce positive behavior change. The individual has 90 days to complete the required intervention. Successful completion of the program results in dismissal of the charge thus alleviating court, county/city attorney time and resources. Failure to complete the program may result in court proceedings. Referrals to this program are made by the County or City Attorney's Office.

Driver's License Reinstatement Program

This program offers justice-involved individuals who violate Minnesota Statute 171.24, subd. 1 or 2 and opportunity to divert the offense from the Court to participate in a diversion program with the purpose of applying to offenses that are specifically repeat driver's license revocations (DAR).

This caseload is monitored by a case aide. A case aid will meet with the individual and discuss their driver's license reinstatement requirements. The individual must accept responsibility for their behavior and be willing to participate in the following: cognitive skills driver's education class, set up a fine and fees payment plan, complete community service work, and maintain contact with probation as directed. If these conditions are satisfied, the individual will obtain a valid driver's license in a timely manner; thus, reducing future collateral consequences. Referrals to this program are made by the County or City Attorney's Office.

Adult Drug Court Program

The Mission of the Wright County Adult Drug Court - The Turn - is to enhance the cost-effectiveness of the county criminal justice system by providing intensive case management, treatment, and court supervision for individuals arrested for drug related offenses. By holding participants accountable for their actions and providing them with access to a diverse range of needed services, participants will be equipped with the necessary tools to lead productive, drug-free, and crime-free lives.

Established in 2016, The Turn Program represents a collaborative effort of criminal justice stakeholders working together to break the cycle of recidivism among drug addicted offenders in the court system. Components of this abstinence-based program include chemical dependency assessment and treatment, assessment for participation in other programming (cognitive learning groups, mental health interventions), random alcohol and drug testing, regular court appearances, case planning and case management meetings, attendance of community support groups, obtaining employment or pursuing education, participating in pro-social activities, and payment of program fees. Court Services has one full-time agent and one part-time agent supervising this caseload.

The Turn is a post-plea, presentence voluntary program. Participants who successfully complete drug court generally receive a non-prison sentence, no additional jail sanction, a shortened probation period or a stay of imposition/adjudication of sentence.

Drug Testing Program

Court Services provides drug testing to all pre-trial conditional release and sentenced cases in Wright County. All agents are trained in the collection and recording of drug testing procedures. Drug testing includes urine collection, patch attachment and removal, and oral swab collection. Court Services contract with Averhealth to purchase all testing supplies.

Juvenile Diversion

The Juvenile Diversion Program was implemented as an alternative for first time juvenile justice-involved individuals to be held accountable while also avoiding the criminal justice court system. The intent of the program is to provide an incentive to change behavior and reduce recidivism among first time justice-involved persons. The program provides an opportunity for juveniles and parents to speak with a probation agent openly about the offense and develop a plan to change their behavior. The juvenile is placed on probation for 90 days and is required to complete conditions assigned by the probation agent. If after the 90 days probation and the agreed upon conditions are completed, the charge is dismissed and the juvenile avoid a criminal record. If the juvenile does not complete the conditions, the case is referred to juvenile court to be handled in the traditional manner.

Truancy Program

Minnesota law requires that every child between the ages of 7 and 17 attend school, unless that child has graduated. If a child fails to attend school without a lawful excuse, they are considered truant. Minnesota law provides that programs may be established to support families and children in combating truancy without invoking the court process.

The Wright County Truancy Program is a continuum of progressively intrusive involvement and support, beginning with efforts at the school and community level, and involving the court's authority only when necessary. The goal of our program is to strengthen, support, and serve students, their families, and schools to achieve regular and consistent school attendance. Our program is successful because of the collaboration of our agents, the student and their family, the schools, and our community. We promote a community standard in which school attendance is valued and expected. Our students cannot achieve success without the benefit of an education.

Alternative to Suspension Program wRight Choice

wRight Choice is an alternative to out-of-school suspension for Wright County students in grades 6-12. The pilot program began in 2011 as a collaboration between Buffalo-Hanover-Montrose Schools and Wright County Court Services. wRight Choice has expanded to include area school districts and provides academic and behavioral support interventions.

wRight Choice is currently located at the Wright County Justice Center at 3700 Braddock Avenue Northeast in Buffalo, MN. The program is staffed with a licensed teacher, educational support professional, and auxiliary services from the county. The program services a maximum of 12 students per day to ensure proper academic support. Typically, a school administrator refers a student to wRight Choice for a period of one to five days. However, depending on the offense, students may be placed at wRight Choice for a term up to 45 days when agreed upon between school and county officials.

Students will focus on academic work, restorative measures, intervention, and reinstatement back to school. wRight Choice provides students immediate support for their actions while creating opportunities to learn alternative ways to conduct themselves when presented with other difficult situations.

As part of the student's day at wRight Choice, they will meet with the instructional leader to discuss how their behavior affected not only the student and the victim, but also others as well. Restorative practices are those actions taken to restore, whenever possible, the conditions that were in place prior to an incident occurring. Students may not realize the impact their behavior has on the school, their family, and the community; an opportunity for guided reflection optimizes individual growth. The student may be involved in a restorative justice conference or mediation with the other party, providing an opportunity to describe the impact of the student's actions. The process can often repair and restore the relationships that have been affected by the offense.

In order for wRight Choice to be successful, a community collaborative has been established between Wright County Court Services and the following school districts that participate in wRight Choice.

Wright County Schools

- Buffalo-Hanover Montrose School District (Host/Sponsoring School District)
- Howard Lake-Waverly-Winsted School District
- Maple Lake School District
- Monticello School District
- Saint Michael-Albertville School District

Sherburne County Schools

- Big Lake School District

wRight Choice Partners

- Wright County Commissioners
- Wright County Court and Human Services
- Wright County Public and Promotional Health
- Wright County Sheriff Department/Buffalo Police Department

Safe Schools

Safe Schools is an initiative that began in 1994 to remedy the disconnect between the schools and county departments. School, community, and county partners are able to collaborate to address issues related to student safety and needs through regular meetings held at the school. It also provides an avenue for schools to connect with resources for their students and families. All ten Wright County school districts conduct Safe School meetings throughout the school year.

An agent from Court Services facilitates monthly meetings held at each school throughout the school year. In addition, Court Services hosts an annual Safe Schools kick-off meeting prior to the beginning of the school year.

Restorative Justice - Community Conference

Community Conferencing is an alternative, community-based collaboration in response to harm done. Community Conferencing offers dialogue opportunities for people who do harm (offenders) and people who have experienced harm (victims). Restorative process integrates healing and accountability. It restores people to their true selves, to trusting relationships, and to a normal life by repairing harm and restoring the community to the state of well-being it enjoyed before the harm occurred.

Community Conferences involve a face-to-face meeting between the victim, offender, and affected community members. The meeting is facilitated by a trained facilitator and is always voluntary on behalf of the victim and offender. Community Conferences provide opportunities to strengthen communities and the relationships within them.

Court Services has several agents trained in facilitating conferences with adult and juvenile referrals.

COGNITIVE BEHAVIORAL PROGRAMMING

Decision Points

Decision Points is a short-term intervention targeting anti-social thoughts and skill deficits. Decision Points is a cognitive-based program that helps justice-involved individuals develop cognitive skills and uses cognitive restructuring to bring awareness to the "traps" or offending behavior that can place participants into the "Trouble Cycle".

Corrections professionals around the nation have made a shift through evidence-based research, to focusing on thinking rather than punishment alone. The evidence is clear that cognitive restructuring works and has shown to significantly reduce recidivism.

All Wright County agents are trained to facilitate Decision Points. Agents co-facilitate one of the following three groups: adult male, adult female, or mixed juvenile. These groups are facilitated weekly and are a combination of in-person and virtual sessions to address responsibility factors of each population. Utilizing role-play demonstrations and other interactive activities, participants learn how to stop and use critical thinking skills before their actions place them in the vicious "Trouble Cycle" with more problems than when they started. Facilitators determine when each participant has mastered the skills steps taught for successful completion of this program.

Aggression Replacement Training (ART)

Aggression Replacement Training is an evidence-based approach for working with challenging youth. This curriculum addresses aggressive and antisocial behaviors in youth by modeling prosocial skills. ART has been used in various schools, community agencies, and juvenile institutions.

ART integrates three components to address behaviors in juveniles.

- Social Skills
- Anger Control
- Moral Reasoning

Individuals receiving ART skill work assignments include Wright County justice-involved juveniles on traditional supervision. Court Services has two agents trained in this program.

Voices

The author of Voices, Stephanie Covington, states: "Voices was created to address the unique needs of adolescent girls and young women. It encourages them to seek and celebrate their "true selves" by providing a safe space, encouragement, structure, and the support they need to embrace their journey to self-discovery."

The program focuses on the following areas:

- Self
- Connecting with Others
- Healthy Living
- Journey Ahead

In addition, the research-based curriculum covers bullying, social media pressures, early puberty, gender exploitation, human sex trafficking, and binge drinking. Voices is a strength-based, gender responsive program based on the reality of girls' lives. Individuals receiving this curriculum include Wright County justice-involved juveniles on supervision with the gender responsive agent. Court Services has one gender responsive agent trained in this program.

Carey Guides – Tools on Device (TOD)

Carey Guides are tools that equip agents with evidence-based techniques and cognitive-behavioral interventions to use with justice-involved individuals. These tools can be used to help motivate someone to make behavior changes and also help individuals recognize their own personal strengths to help achieve success. Tools on Device is a software program that allows these cognitive-behavioral tools to be used electronically between agents and justice-involved individuals. The use of Carey Guides helps justice-involved individuals understand their past behaviors and plan future pathways to success.

PARTNERSHIP WITH COMMUNITY PROVIDERS

Court Services provides the majority of restorative correctional programming internally. However, partnerships with various community providers is also essential to be responsive to the needs of our clients, victims, and community. At this time, there are no contracted services.

Juvenile Detention

Wright County Court Services is a member county of the East Central Regional Juvenile Detention Center (ECRJC). ECRJC operates under a Joint Powers Agreement with 18 member counties. Wright County contracts for three detention beds per day. In addition to detention services, ECRJC offers programming for justice-involved youth and implements evidence-based practices in their work with juveniles. Programming at ECRJC includes Decision Points, Aggression Replacement Training, Dialectical Behavior Therapy, Not a Number, and substance use disorder treatment.

Juvenile Out-of-Home Placement

Court Services provides residential placement for adjudicated juvenile justice-involved individuals who are under the jurisdiction of the courts in Wright County. Out-of-home placement is recommended only when it is necessary to protect public safety or because all appropriate community-based resources have been tried and proven ineffective in successfully changing delinquent behavior.

For the department to recommend out-of-home placement, a juvenile must be assessed as medium to high-risk to reoffend. Court Services will staff any potential placement at the juvenile unit meeting or with the unit supervisor/director. Placements utilized are those that address a juvenile's criminogenic needs and are located as close to the individual's community as possible. Placements are recommended for the shortest time necessary to address a juvenile's behavior and to develop a plan for successful reintegration back into the community. Crossover cases will be screened with Court Services and Health and Human Services staff to ensure continuity of care is being provided.

Juvenile Residential

Residential services encompass programs that provide live-in health care including substance abuse programming, mental illness programs, sex offender programming, and other behavior problems. These programs provide a structured environment to manage client behavior and treatment in the community. Agents collaborate with local and metro residential programs to provide their client with a program responsive to their needs.

Adult Residential

Residential services encompass programs that provide live-in health care including substance abuse programming, mental illness programs, sex offender programming, and other behavior problems. These programs provide a structured environment to manage client behavior and treatment in the community. Agents collaborate with local and metro residential programs to provide their client with a program responsive to their needs.

Adult Non-Residential

Non-Residential services include programs that provide substance abuse programming, mental illness programs, sex offender programming, domestic violence programs, and other behavior problem programming on an "outpatient" basis. This type of program is usually less intense than residential. These programs generally include individual and group therapy, educational classes, and other activities to assist with behavior change. Agents collaborate with local and metro non-residential programs to provide their client with a program responsive to their needs.

Adult Local Incarceration & Detention

The Wright County Sheriff's Office is responsible for the detention and incarceration of all pre-trial and sentenced justice-involved individuals. They operate the following in-house programs/assistance: AA/NA meetings, Batterer's Intervention Program virtual group, Child Support Question/Answer Sessions, Chaplain, Islamic Resource Group, Library, Pilot Outreach, Parents Forever, Chemical Health Assessments, Veterans Justice Outreach, Up with Worship, MN Adult and Teen Challenge Treatment Program, Medical Assisted Treatment, LIFE (Leaving Incarcerated Finding Employment), Ladies Bible Study, IN2WORK, Freedom Fellowship, Gideons Prayer Service, Eagle Brook Church, Prison Ministry Outreach, Release Planning, Salvation Army, Skills for Life, and Transitions Bible Study.

Adult Housing

Court Services does not have a budget for housing adult justice-involved individuals. Wright County has two sober houses for adult men with a capacity of six men in each house. This program is dedicated to helping men transition back into the community as healthy and productive individuals. This is a self-pay program providing opportunity for men to become confident and accountable by seeking employment and becoming self-sufficient.

Electronic Home Monitoring

Court Services partners with Minnesota Monitoring to provide monitoring services to Wright County justice-involved individuals. Individuals ordered by Wright County District Court in need of pre-trial supervision with Global Positioning System (GPS) will be supervised by the Pre-trial Unit Monitoring Agent 24 hours a day 7 days a week to assure the highest level of community supervision available.

Other forms of monitoring provided by the Pre-trial Monitoring Agent including:

- Pre-trial Electronic Home Monitoring
- Sentenced House Arrest by Court and/or by Probation Agent
- Juvenile Home Monitoring (Pre and Post Sentence)

The Monitoring Agent will submit any pre-trial violations to Court. All other violations will be submitted by post-sentence supervising agent.

Moral Recognition Therapy (MRT)

MRT is a cognitive-behavioral therapy approach that addresses issues including substance abuse, domestic violence, trauma, parenting, job skills, and other issues. It promotes moral reasoning and better decision-making to improve behavior. This program is appropriate for male and female. Court Services works with community partners to provide this CBI approach to justice-involved individuals under supervision in Wright County.

Therapy

Court Services partners with many community providers to offer individual, family, and group therapy to justice-involved individuals under supervision. Therapy modalities include (but are not limited to):

- EMDR (Eye Movement Desensitization and Reprocessing) Therapy
- DBT (Dialectical Behavioral Therapy)
- Mental Health Therapy
- ART Therapy
- Trauma-informed Care
- Wellness Coaching
- Medication Management
- Psychiatry

Victim Services

Court Services works to integrate victim services beginning at the pre-trial stage with bail evaluations and pre-sentence investigation reports which include a victim statement to sentenced supervision with ongoing victim contact and community-based services for victims. Our department works closely with victim advocates criminal justice partners as well as community based programs. Rivers of Hope is a community-based advocacy program addressing domestic violence in Wright and Sherburne County. This program provides a community coordinated response to end family violence and offers advocacy and support to youth and adults in this community. Much of the work done by corrections is to decrease criminal behavior with the hope of decreasing victims in our community.

OTHER DEPARTMENT PROGRAMS

Employment Specialist

Court Services has a critical responsibility to assist justice-involved individuals become successfully employed while under court supervision. We collaborate with many local businesses to help facilitate interviews and hiring of individuals with difficult backgrounds. We have established and fostered these relationships by connecting local businesses with justice-involved individuals who have been waiting for an opportunity to return to the workforce and make positive lifestyle changes. Court Services has one agent assigned as an employment specialist to build community relationships and promote gainful employment of justice-involved individuals.

Alternatives to Incarceration

Wright County Department of Court Services in collaboration with the Department of Corrections was awarded the Alternatives to Incarceration (ATI) Grant in 2022. The purpose of this grant is to enhance supervision and community integration for medium to high-risk justice-involved individuals on supervised release or probation who have committed technical violations which have historically resulted in a probation revocations and prison/jail incarceration. By removing barriers and providing enhanced community support and access to resources and support services to this population, we anticipate a reduction in jail and prison incarcerations.

This program incorporates research-based best practices and principles of risk, need, and responsivity. The use of core correctional practices including removing barriers, positive reinforcement, problem solving and relationship building; along with enhanced individualized case planning, agent-directed cognitive skill programs and interventions, will elicit learning and promote behavior change. Addressing the immediate unmet needs of participants will allow the supervision agent to focus their efforts on targeted behavior changes.

Ignition Interlock Program

Wright County Court Services holds the 10th Judicial District Ignition Interlock grant coordinator position. This Coordinator/Agent facilitates this grant program which services the seven counties within the 10th Judicial District.

The goal of this program is to work with justice-involved individuals who have either a revoked or cancelled driver's license. The coordinator assists these individuals and their probation officers to navigate the DVS system requirements to regain their driving privileges. All individuals are required to install the ignition interlock system in their vehicles in collaboration with the Intoxalock equipment company. Grant funds are available to individuals who meet the Minnesota guidelines for financial assistance.

STAFF PROGRAMS AND TRAINING

Peer Mentorship

Court Services Peer Mentorship Mission is to *inspire, grow, and engage employees in a supportive environment while providing opportunities for learning experiences, networking, professional growth, and skill development*. These skills will enhance the quality of services this department provides to our community.

Mentorships provide opportunities for mentors and mentees to experience, share, and learn from each other's gifts and talents. Peer-to-Peer Mentoring is a relationship between two people aimed at professional development and personal wellbeing. It is based on mutual respect, trust, and integrity. A mentor is assigned to each new employee. In addition, mentors are assigned to staff when there is a change in staff position and learning opportunities are presented.

Peer Support

Wright County understands that the unique work probation provides can often lead to the exposure of high-risk situations, which in turn increases stress and trauma exposure. The Peer Support Team is comprised of eight agents within the department who have had specialized training in peer support and individual crisis management.

This program is designed to help employees cope with cumulative job stress and stress following critical incidents. The goal of this program is to reduce the impact of trauma by providing timely, confidential support and resources to employees in need.

Self-care Newsletters is emailed to all staff which including stress management techniques and articles regarding mental health. The team also provided various resources to the staff based on wellness and self-care strategies. Throughout the year, different office events are organized to provide connectiveness. In the event of a crisis or staff in need of peer support, staff are supported shortly after these events occur which is proven to help them reduce the long-term impact.

Wright County Peer Support Team continues to be involved on a state level by collaborating with the Minnesota Statewide Peer Support Network led by Wright County Peer Support Team Member.

Safety Training

The safety committee comprised of several agents trained in specialized safety tactics, addresses important issues and situations that arise from client contact, or shared information from other agencies to keep all staff informed and safe. All Agents are provided with safety gear including a tactical vest as a form of protection while working in the field. The Safety Committee continues to work hard to communicate and address issues as needed to keep all staff safe.

Court Services has annual mandatory safety trainings to enhance agent awareness and safety while on the job. Continuing to enhance these skills allows agents and support staff to be mindful and aware of their surroundings to help ensure everyone returns home safely at the end of each workday.

Peer Learning Sessions

Peer Learning or Communities of Practice (CoP) sessions are conducted quarterly. Each team (adult/pre-trial/juvenile/coaching-development) leads a discussion around a specific topic. These topics may include areas around department procedures, programming, resources, and interventions. This is an effective way for staff to share their expertise and knowledge while also offering an opportunity for peers to learn from each other in a collaborative way.

SECTION V: EVIDENCE-BASED BEST PRACTICES

Wright County Court Services is dedicated to implementing the principles of evidence-based best practices in the field of corrections. The corrections model has evolved significantly over the years, and evidence suggests the use of evidence-based programs reduces offender risk and subsequent recidivism; therefore, making a positive long-term impact on the lives of justice-involved individuals and communities.

Evidence-Based Practices (EBP) for correctional purposes is a set of skills and strategies used to support the risk-needs- responsivity model as it relates to individual rehabilitative needs. These skills used by corrections professionals include risk/needs assessments, enhancing intrinsic motivation, targeted interventions, skill training with practice, positive reinforcement, engaging in ongoing community support, critical review of department practices, and providing measurable feedback.

High-quality evidence-based practices are only as effective as the people who deliver them. Therefore, it is essential to create competent, skilled, and professional staff. This is done by following these essential elements for effective evidence-based driven supervision:

- Developing staff knowledge, skills and attitudes that align with research-supported practices
- Implementing effective programs based on research
- Identifying discrepancies and fidelity issues related to staff performance and programming

Specific attention is given to the training and development of agent skills through initial and ongoing trainings in the areas of:

- Motivational Interviewing
- Risk/Needs Assessments
- Case Planning
- Cognitive Behavioral Interventions
 - Carey Guides Tools on Device (TOD)
 - Decision Points (DP)
 - Core Correctional Practices (CCP)

Agent Observation and Coaching techniques are conducted to enhance skills and increase strategies for risk reduction while also providing continuous quality improvement (CQI).

Court Services will continue to be an evidenced-based driven organization - always researching and building upon the research that provides a positive long-term impact for our clients while also promoting safe and healthy communities.

COACHING AND DEVELOPMENT

Training and implementing research based best practices is a standard practice for this department. From the initial interaction with justice-involved individuals in the pre-trial phase through sentencing and supervision, evidence shows that proper use of these techniques results in positive outcomes.

Research also concludes that without proper adherence and fidelity to these techniques, desired outcomes will not be achieved. Court Services strives to ensure fidelity of these practices by staying up-to-date with new research, on-going evidence-based professional development opportunities, and the use of coaching and observation sessions.

The coaching and development team is comprised of three agents trained in evidence-based practices. This team works with agents to develop and enhance their EBP skills by using 1:1 coaching-observation sessions in addition to providing training opportunities and cognitive behavioral resources. Training alone does not develop staff. Incorporating various teaching modalities offers a greater opportunity for professional development. This team works closely with criminal justice stakeholders across Minnesota to stay up-to-date with new research in corrections and ensure fidelity of EBP practices through ongoing training and observations.

The following EBP trainings and techniques are incorporated and observed in all agent work:

Assessments

The guiding principle for risk reduction is the risk-needs-responsivity model. We are able to target high risk individuals through the use of assessments and match interventions and supervision based on their identified needs.

Agents attend annual training on the LSCMI and YLS assessment tools for continued quality improvement efforts. As an added accuracy measure, agents administering the LSCMI have a partner review each assessment prior to score posting. Agents using the YLS perform peer reviews to enhance interrater reliability to ensure their clients are being assessed accurately.

Court Services utilizes the following evidence-based assessment tools:

- YLS (Youth Level of Service Inventory)
- LSCMI (Level of Service Case Management Inventory)
- IDA (Impaired Driver's Assessment)
- DVSI (Domestic Violence Screening Inventory)
- WRNA (Women's Risk Needs Assessment)

Motivational Interviewing

Agents use motivational interviewing skills during all points of contact with justice-involved individuals. From pre-trial to sentenced and probation supervision, agents utilize various skills from active listening to enhancing a working alliance and social skill modeling. These techniques have the ability to increase motivation and move someone closer to positive behavior change. Agents are observed using these skills annually and ongoing training is provided.

Case Planning

During the supervision process, agents work with medium-high to high risk justice-involved individuals to create a case plan around specific targeted behavior change areas. These case plans focus on skill development by using strengths the individual has to help accomplish his/her goals. The 4-step supervision model provides a consistent structure for providing quality supervision. Action steps along with cognitive interventions are used to guide these individuals to their desired behavior change goal. Positive reinforcements and effective use of disapproval are essential in the case planning process to help keep the individual motivated and on track to successfully accomplish the goals. Agents are trained to use positive reinforcements (4:1 ratio) which have been proven to be an effective behavior change practice. Agents are provided with initial case plan training, annual booster training, and coaching/observation sessions for continuous quality improvement.

Cognitive Interventions

Social learning theory concludes that "people learn through observation, imitation, and modeling of others." It considers how "environmental and cognitive factors influence human learning and behaviors." (Albert Bandura) As a result of this research, we incorporate cognitive behavioral interventions into our supervision with justice-involved individuals. These targeted interventions include Carey Guides Tools on Device (TOD), Core Correctional Practices Tools (Thinking Reports, Cost/Benefit Analysis), Decision Points (Trouble Cycle and 4 Steps to break the cycle), role-playing and modeling prosocial behavior. By using these interventions, we work to reduce criminal behavior and increase prosocial skills. Agents are provided with initial training in Carey Guides and Core Correctional Practices, annual boosters, and coaching/observation sessions for continuous quality improvement.

Training Requirements

New agents are required to attend the Statewide Academy Training (STA). This academy provides foundational evidence-based training setting the groundwork for effective supervision. This training includes, Core Correctional Practices (CCP), Motivational Interviewing (I & II), LS/CMI and/or YLS/CMI, Carey Guides, and Case Planning.

Agents continue developing their core competencies related to evidence based best practices by ongoing training.
(minimum of 40 hours annually)

Title	Hours	Description
Officer Safety	8	Defensive tactics, officer safety with scenarios, equipment training, first aid/CPR, home visit safety, office visit safety, campus security
EBP Trainings	12	Motivational Interviewing, LSCMI, YLS, Case Planning, Carey Guides, CCP, EBP Café sessions, peer-learning sessions, boosters
Self-learning Opportunities	20	Trauma Informed Care, Mental Health, Substance abuse, Drug Trends, Restorative Justice, Diversity/Equity/Inclusion
TOTAL HOURS REQUIRED	40	

SECTION VI: APPENDIX

Allocation of Expenses

EXPENSES	FY2022	FY2023	FY2024	EXPLANATION
Travel	44,600	47,880	45,380	County vehicles maintenance/repair included
Conferences/Meetings/Training	49,585	75,775	71,505	Training expenses
Professional Services	168,850	181,250	171,099	Electronic home monitor, Interpreter, Ignition Interlock
Detention & Placement	1,210,000	1,423,584	1,321,084	Juvenile detention and placement fees
Supplies & Materials	99,698	99,605	116,579	Materials, supplies, drug testing, postage, equipment, photocopies
Software or Systems Support	24,895	27,963	50,380	CSTS, MCCC, Zoom, OnBase, reliable technical programming
Appropriations	30,000	30,000	30,000	Safe Communities
Other	35,740	37,800	37,900	Telephone, meal reimbursement, memberships, publications, surcharges, miscellaneous
TOTAL	1,663,368	1,923,857	1,843,927	

Salary Roster

SALARY ROSTER - FRINGE	FTEs 23	FY2023	FTEs 24	FY2024
Management	5	763,261	5	862,644
Master Agent	5	638,636	6	886,703
Career Agent	10	1,305,956	11	1,550,386
Senior Agent	7	615,015	5	578,290
Agent	4	343,150	4	381,317
Case Aide	3	121,495	3	245,828
Support Staff	9	666,103	9	826,297
TOTAL POSITIONS	43		43	
TOTAL BUDGETED PERSONNEL- BENEFITS		4,453,616		5,331,465

Revenue

REVENUE	FY2022	FY2023	FY2024	EXPLANATION
State Shared Revenue	641,306	623,668	1,512,219	Community Supervision Funding Formula - used to partially fund agent salaries
Chemical Dependency	22,500	20,000	20,000	Assessments
Drug Testing	41,000	41,000	41,000	Fees
Fees	512,100	503,500	418,000	Supervision/administrative Fees
Salary Reimbursement - Case Aide (wRight Choice)			46,349	Buffalo School District
Miscellaneous	125,382	169,713	288,722	Mental Health Screen, Detention, wRight Choice rental, Out of Home Placement, Drug Court Grant, LCTS
TOTAL	1,342,288	1,357,881	2,326,290	

GRANTS	SOURCE	FY2022	FY2023	FY2024
Adult – Remote Electronic Alcohol Monitoring	State of MN Grant	29,500	29,000	22,000
Case Load Workload	State of MN	161,120	161,120	0
Ignition Interlock Grant	10 th Judicial District – State of MN	47,300	47,300	47,300
Mental Health Screen	DHS- State of MN	38,000	42,213	91,373
Alternatives To Incarceration (ATI)	State of MN	160,000	160,000	160,000
Local Collaborative Time Study (LCTS)	DHS – State of MN	6,534	8,000	7,000
Salary Reimbursement -Treatment Court Grant	State of MN	0	0	100,000
Adult Discretionary Enhancement Grant – Treatment Court	Federal (total Grant \$488,915 - disbursed through multiple years)			
TOTAL		442,454	447,633	427,673

Fees

DEPARTMENT FEES			
FEE IMPOSED 2022	FEE COLLECTED 2022	FEE IMPOSED 2023	FEE COLLECTED 2023
1,775,189	516,895	1,452,498	560,008

Court Services Fee Schedule

PROGRAM	FEE	EFFECTIVE DATE
Adult Probation Fees:		
(One-time fee per sentence date)		
Misdemeanor	\$300.00	7/1/23
Gross Misdemeanor (non ISP cases)	\$330.00	7/1/23
Felony (non ISP cases)	\$620.00	7/1/23
Transfer Out - Misd/Gross Misd (non ISP cases).....	\$145.00	7/1/23
Transfer Out – Felony (non ISP cases).....	\$300.00	7/1/23
Transfer In - Misdemeanor	\$300.00	12/6/23
Transfer In - Gross Misdemeanor (non ISP cases)	\$330.00	7/1/23
Transfer In – Felony (non ISP cases)	\$620.00	7/1/23
Program Only.....	\$140.00	7/1/23
Intensive DWI Supervision (all).....	\$740.00	7/1/23
Intensive Domestic Violence Supervision.....	\$440.00	7/1/23
The Turn (Drug Court) Supervision.....	\$820.00	7/1/23
Juvenile Probation Fees: (One-time fee per sentence date)		
Juvenile Petty Offenders	\$100.00	7/1/23
Misdemeanor.....	\$110.00	7/1/23
Gross Misdemeanor.....	\$175.00	7/1/23
Felony.....	\$200.00	7/1/23
Chemical Use Assessment Fee	\$150.00	7/1/23
Pre-Trial Fee (EHM, Random Testing)	\$125.00	7/1/23
Home Detention/House Arrest.....	\$30.00/day	7/1/23
Pre-Trial Electronic Home Monitoring.....	\$15.00/day	7/1/23
GPS Monitoring.....	\$30.00/day	7/1/23
BCA Swab Tests	\$30.00	1/1/18
Instant/Rapid Urine Tests	\$25.00	7/1/23
Preliminary Breath Test (PBT) Pre-Trial Cases Only.....	\$20.00	7/1/23
Urine Confirmation Tests:		
1 drug		
2 drugs	\$30.00	7/1/23
3 drugs	\$60.00	7/1/23
4 drugs	\$90.00	7/1/23
5 drugs	\$120.00	7/1/23
6 drugs	\$145.00	7/1/23
7 drugs	\$175.00	7/1/23
8 drugs	\$200.00	7/1/23
9 drugs	\$220.00	7/1/23
	\$260.00	7/1/23
Juvenile/Adult Diversion (Community Conf./Straight Div)	\$95.00	7/1/23
Adult Diversion (Felony Controlled Substance Only).....	\$180.00	7/1/23
Juvenile/Adult Choices Program	\$90.00	7/1/23
Juvenile – Payable Diversion	1 st Offense \$80 2 nd Offense \$105 3 rd Offense \$120	7/1/23
Juvenile – Truancy Fees	AIM Class \$20 Diversion \$95 CHIPS \$120	7/1/23
Decision Points	\$120.00	7/1/23
Copies.....	\$.30/page	1/01/18

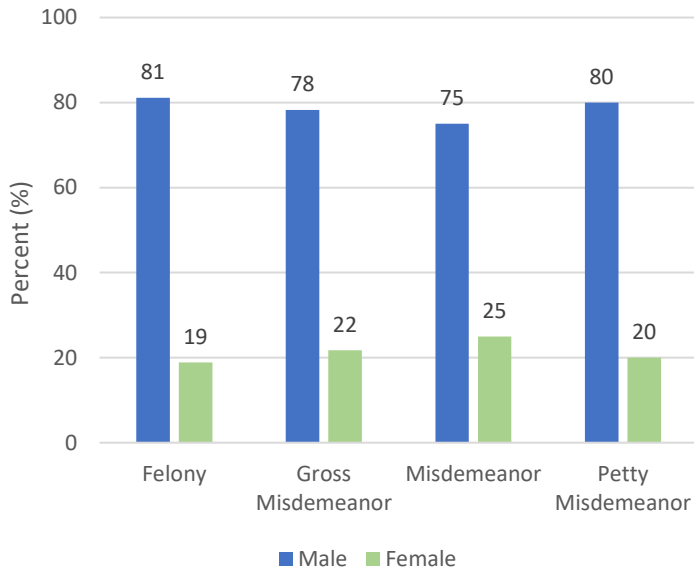
*Fees are set per Statute 244.18 Local Correctional Fees: Imposition on Offenders

Statistics

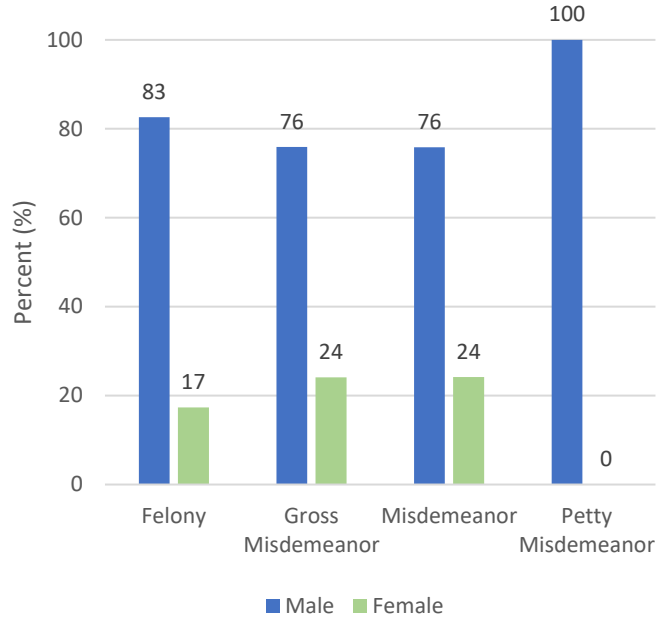
Adult and Juvenile Pretrial Statistics

Adult Pre-Trial by Offense Level & Gender

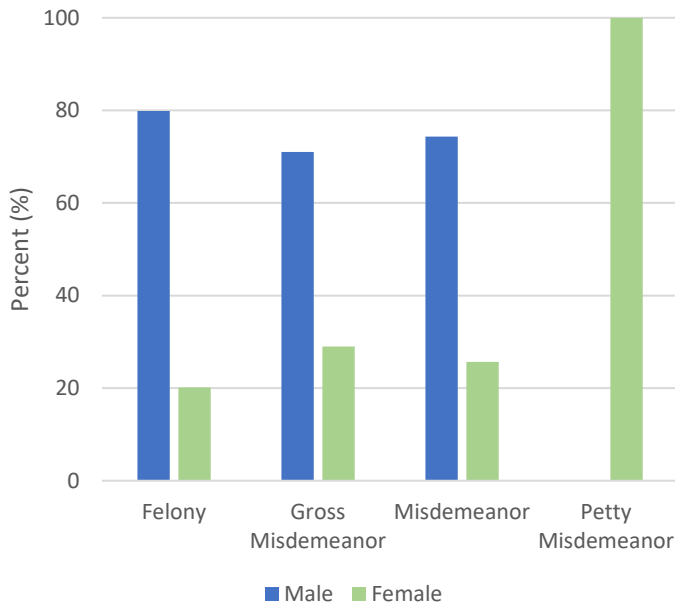
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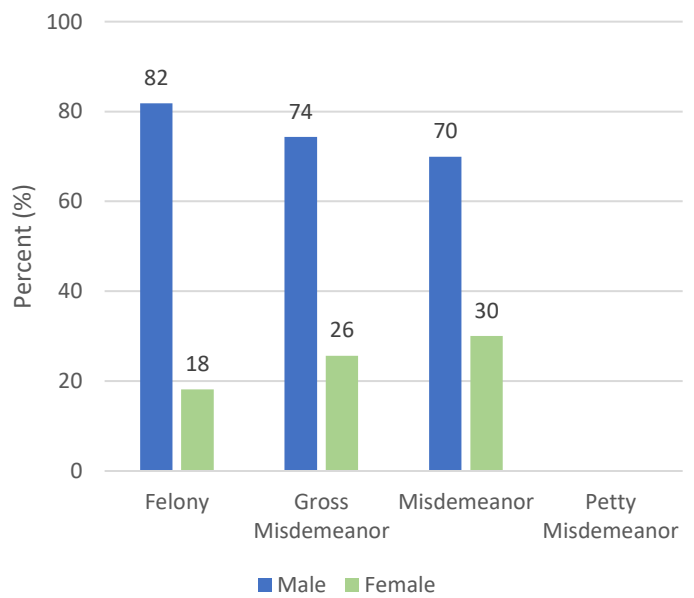
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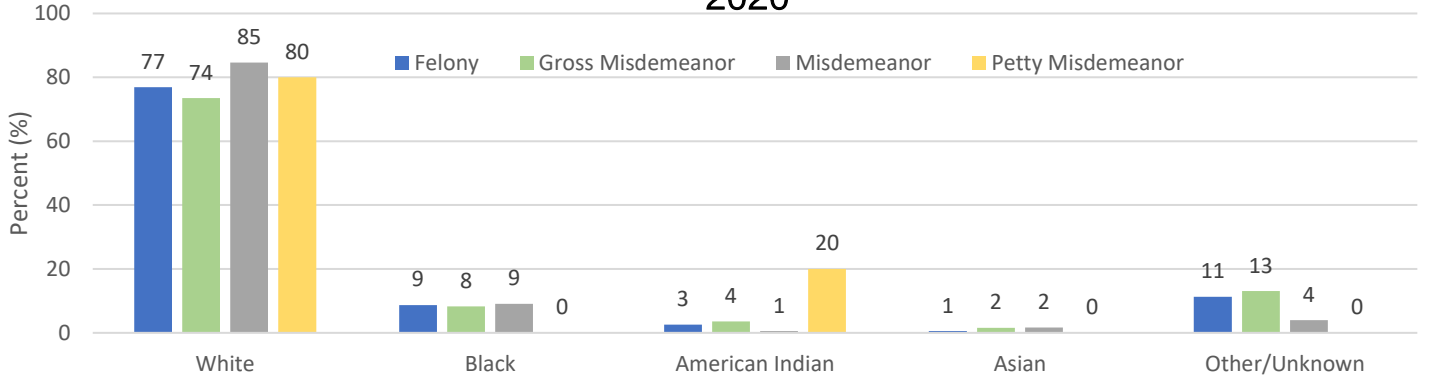


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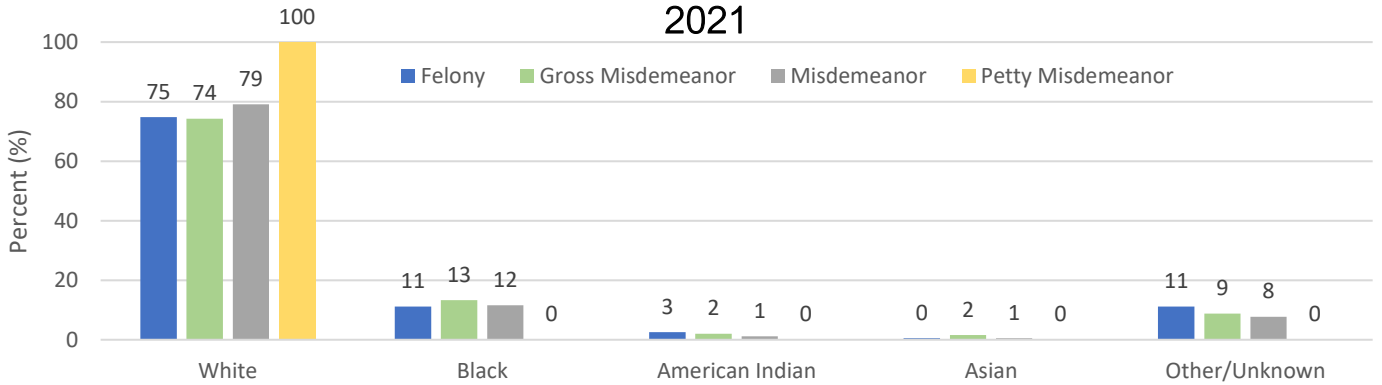


Adult Pre-Trial by Offense Level & Race

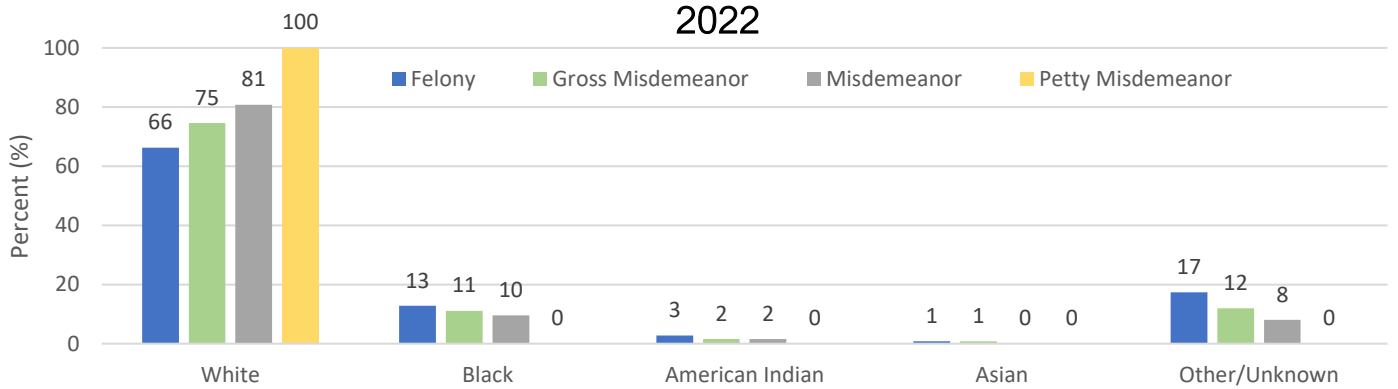
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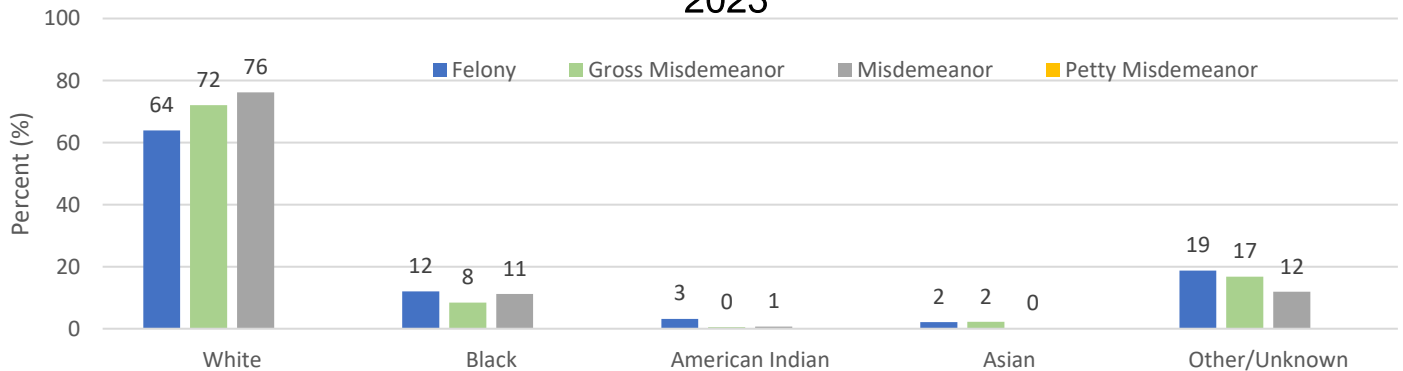
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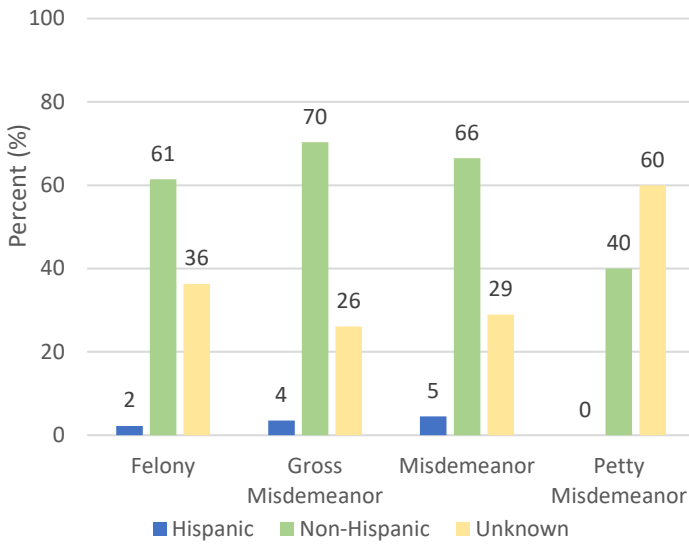


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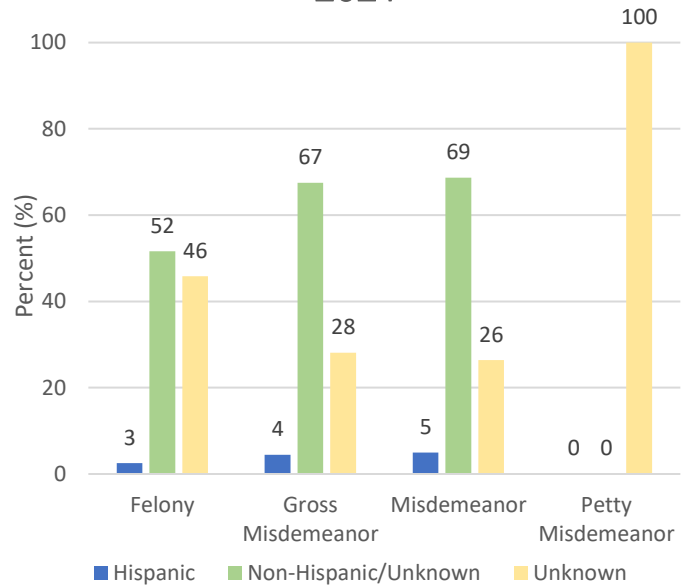


Adult Pre-Trial by Offense Level & Ethnicity

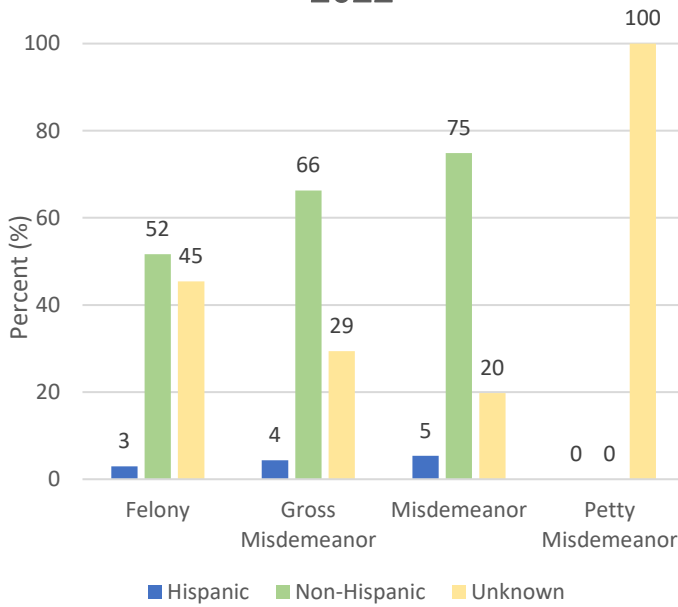
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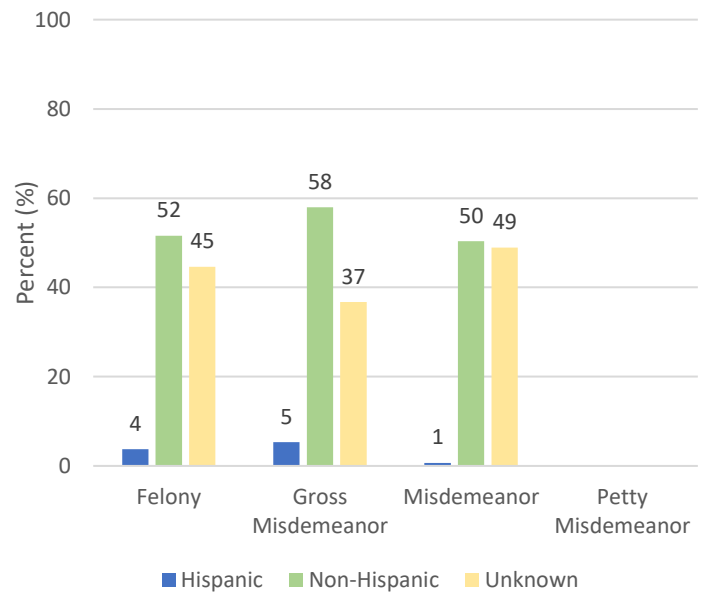
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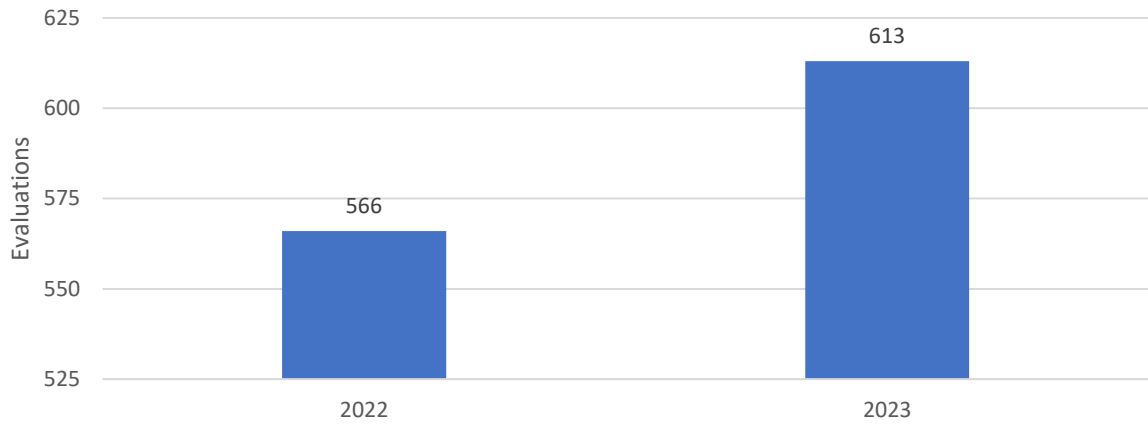
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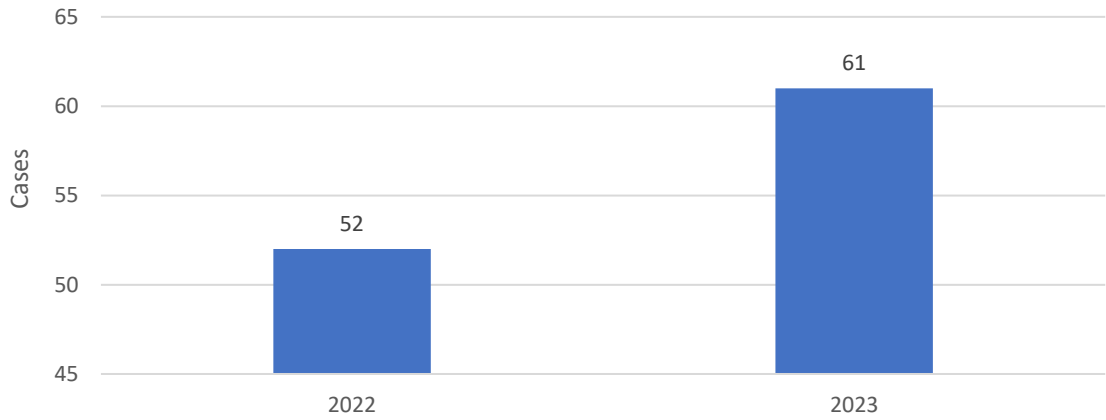
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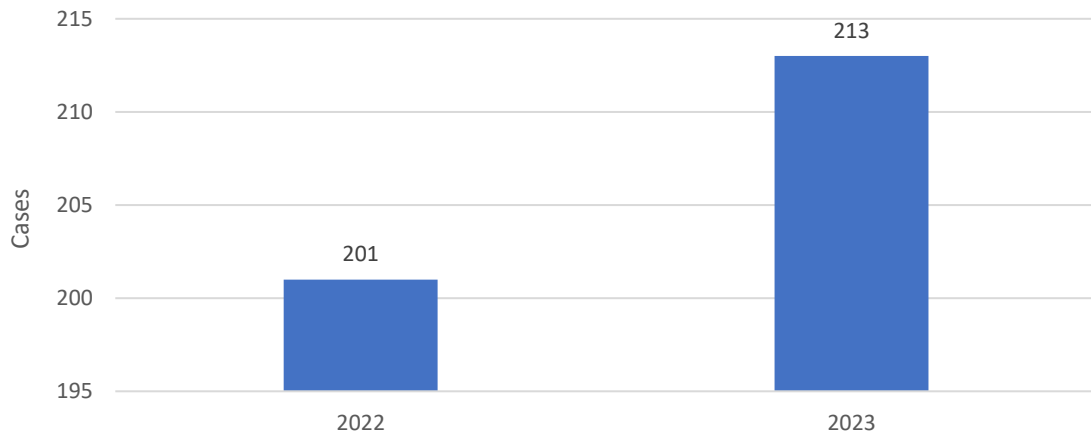
Adult Bail Evaluations 2022- 2023



Adult Diversion Cases 2022 - 2023

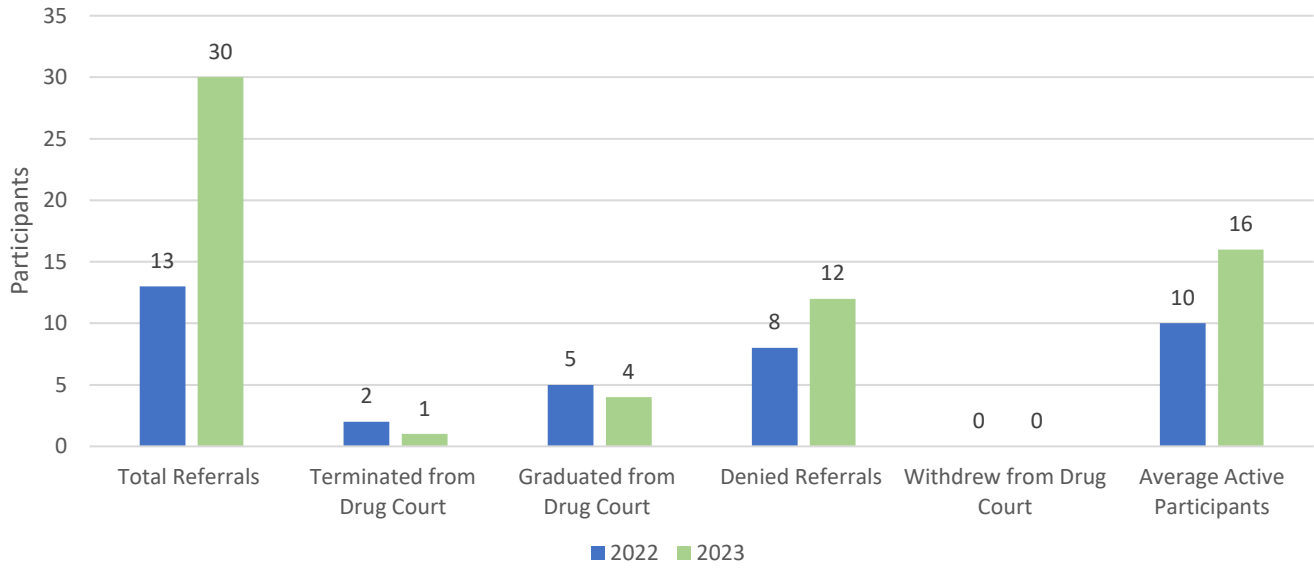


Juvenile Diversion Cases 2022 - 2023

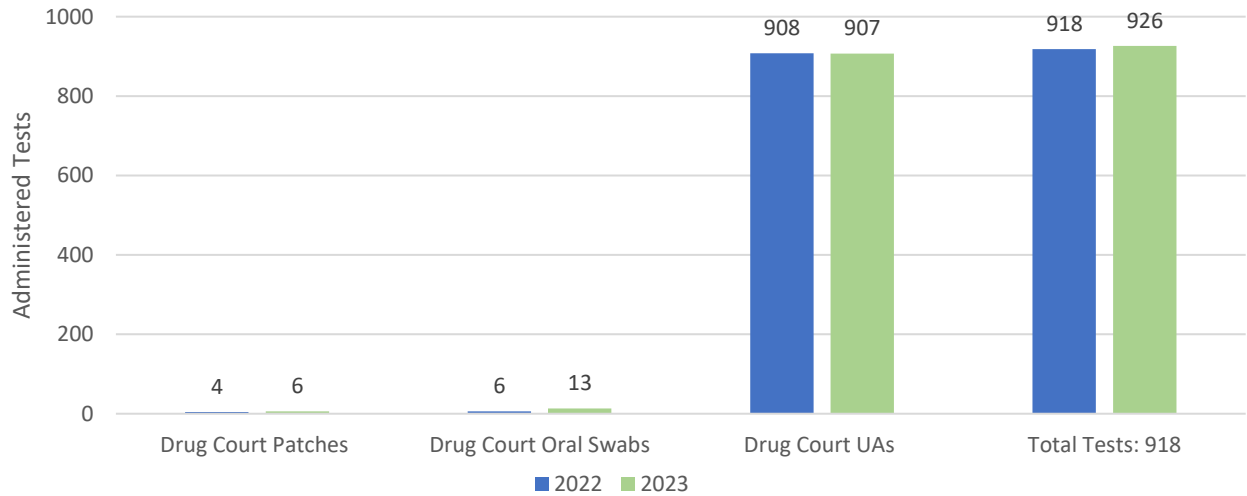


Drug Court Statistics

Drug Court Participants 2022-2023

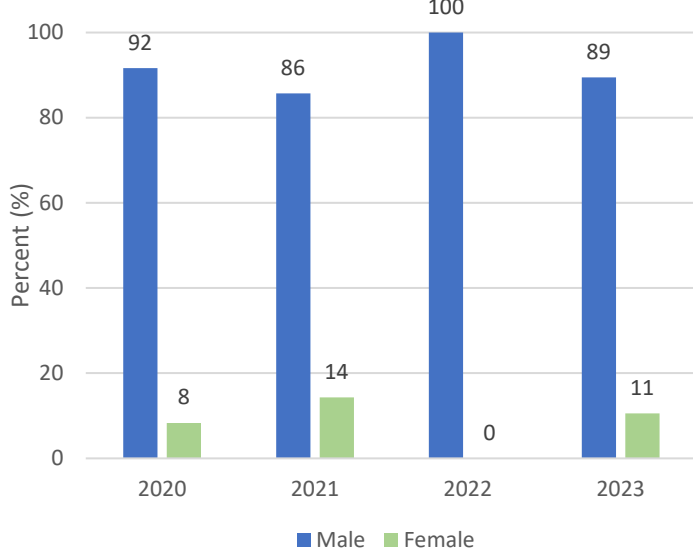


Drug Testing 2022-2023

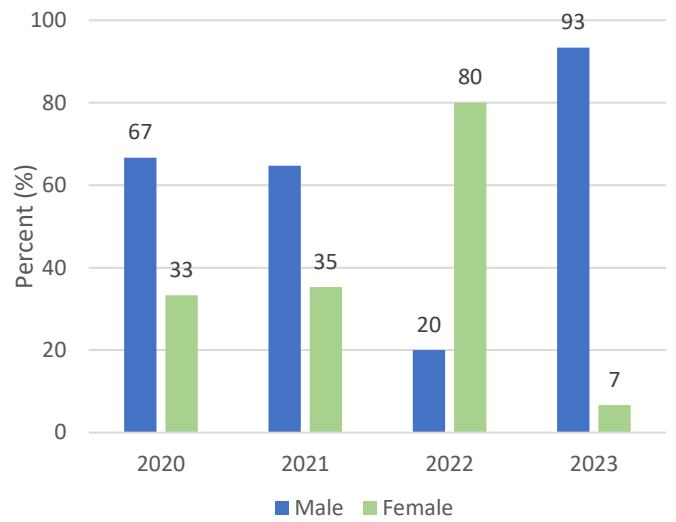


Juvenile Pre-Trial by Offense Level & Gender

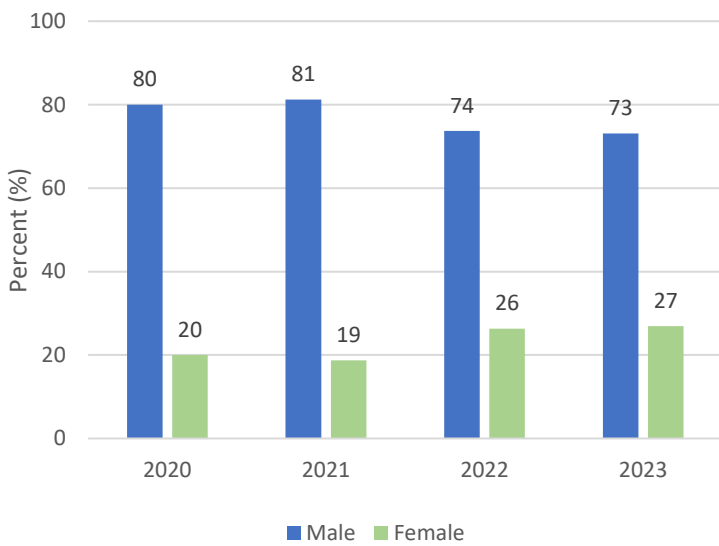
Felony



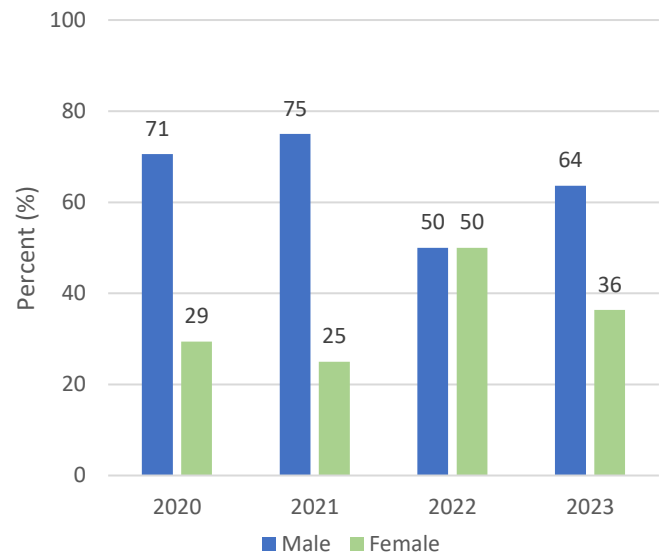
Gross Misdemeanor



Misdemeanor

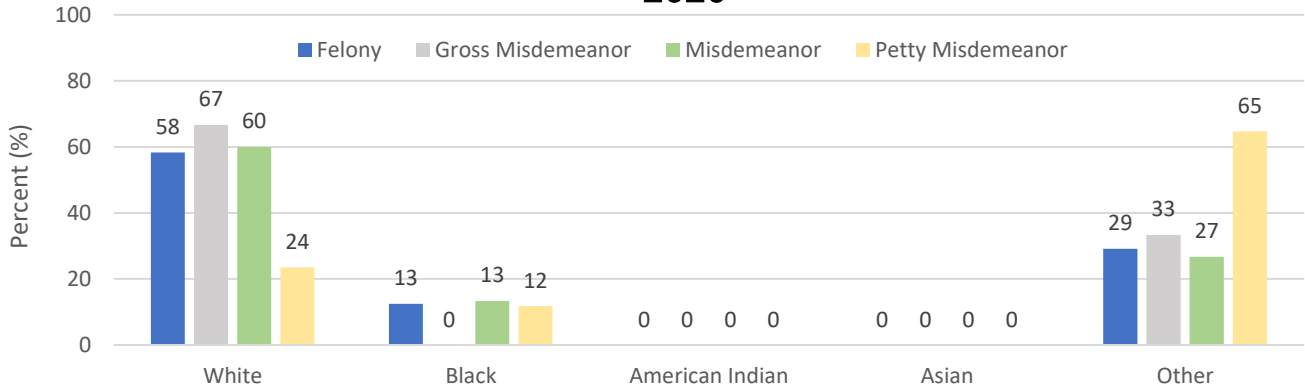


Petty Misdemeanor

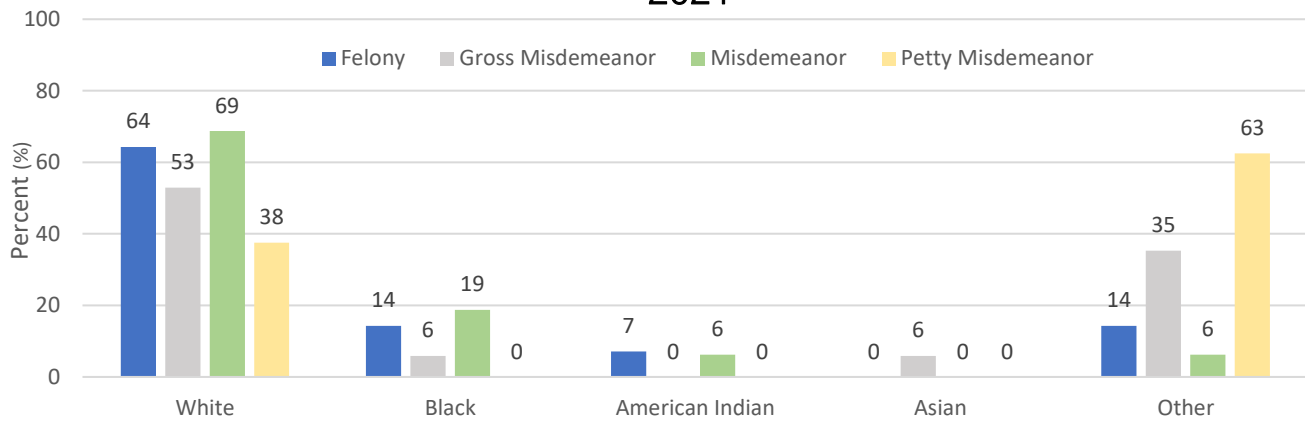


Juvenile Pre-Trial by Offense Level & Race

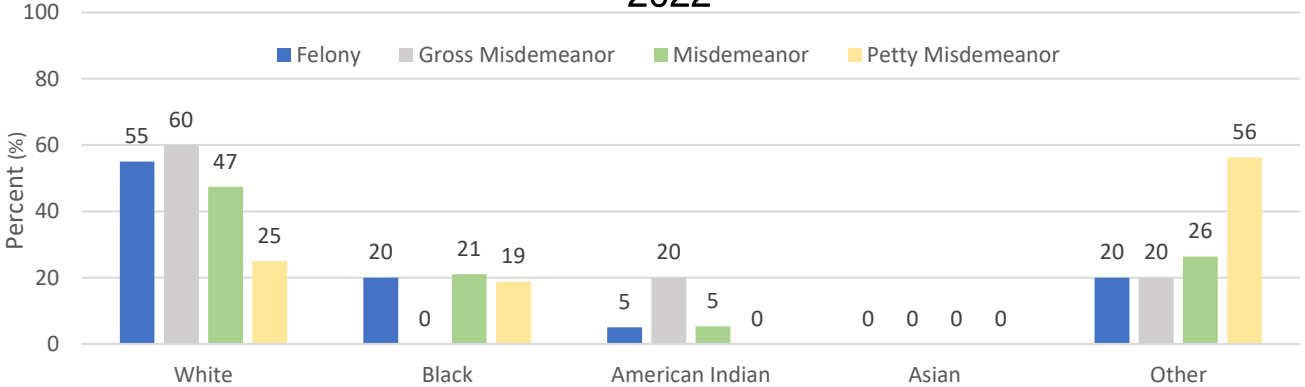
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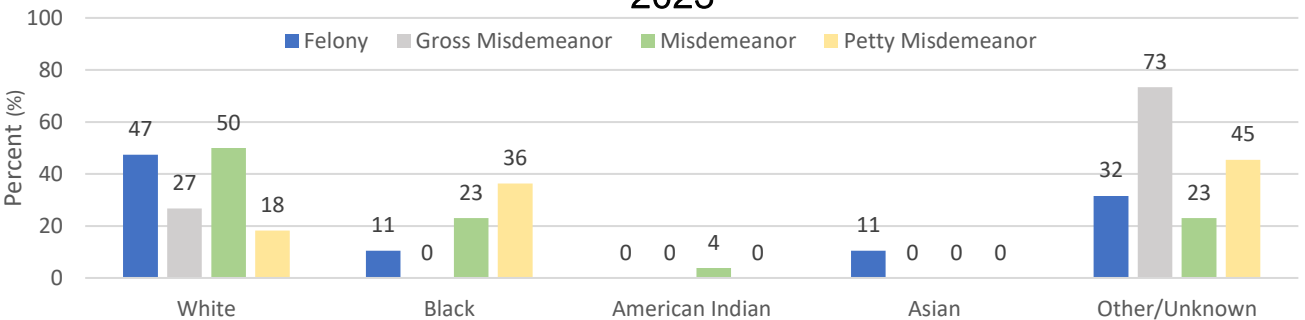
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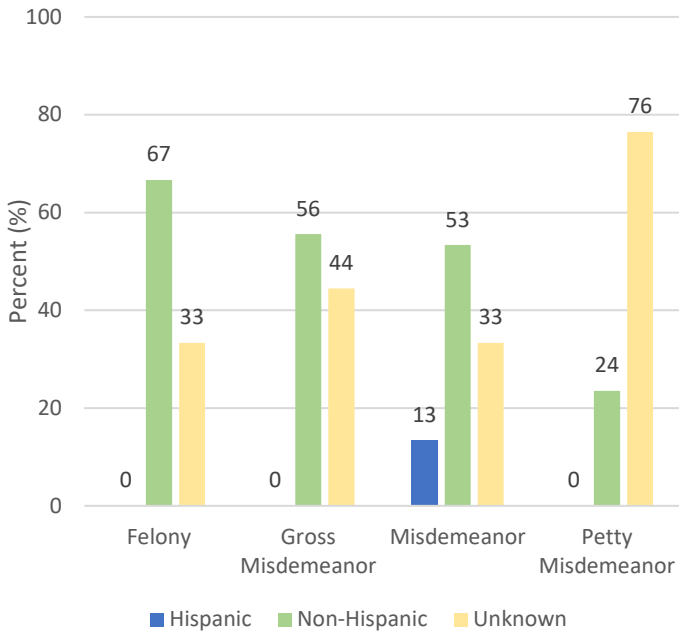


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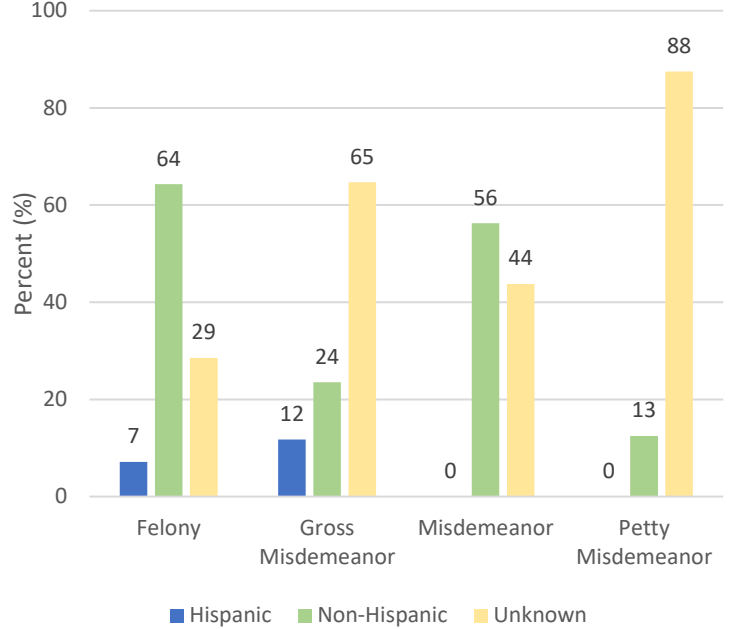


Juvenile Pre-Trial by Offense Level & Ethnicity

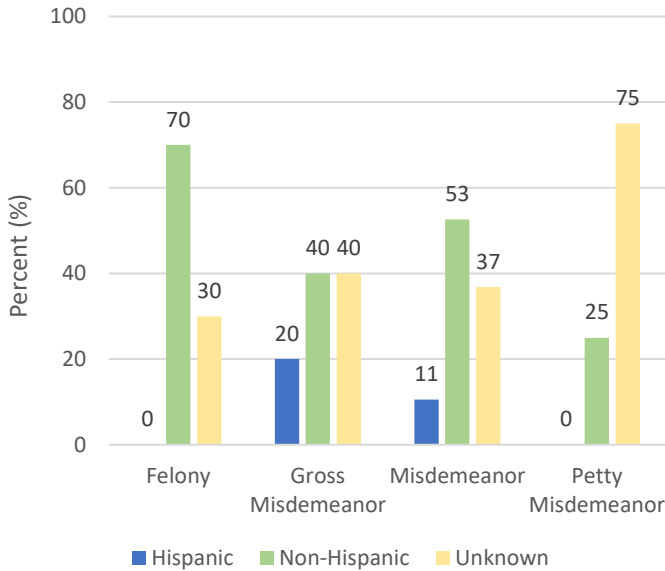
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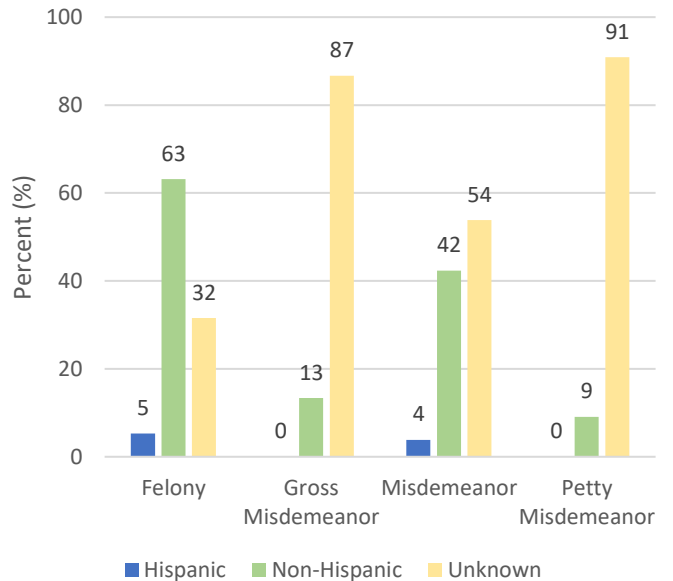
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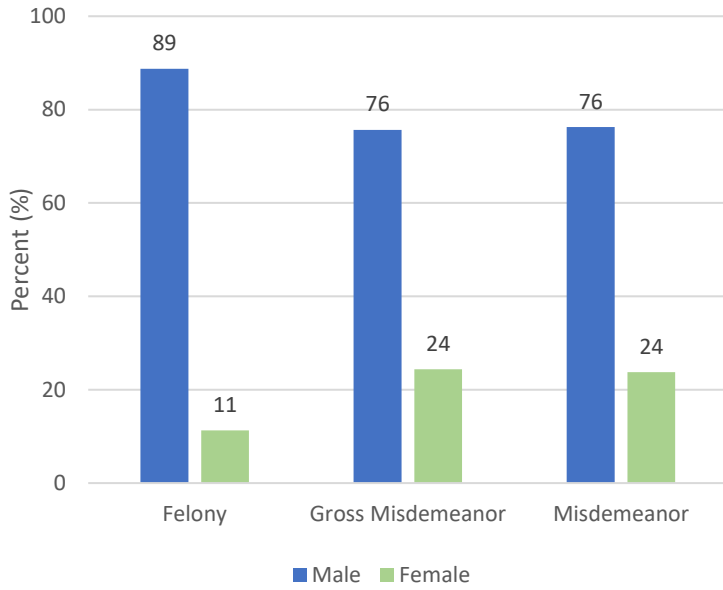
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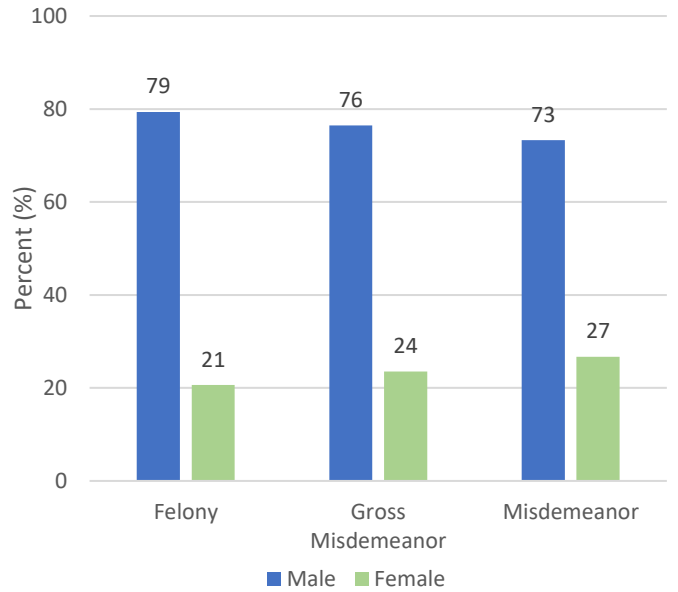
Adult and Juvenile Probation Statistics

Adult Probation by Offense Level & Gender

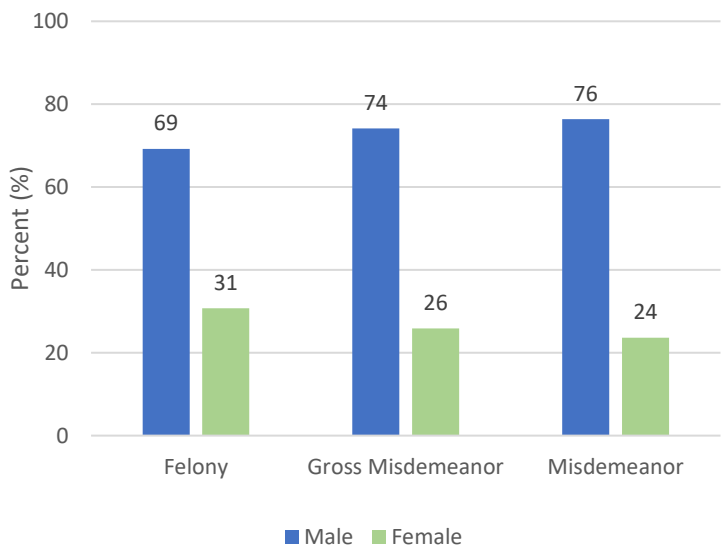
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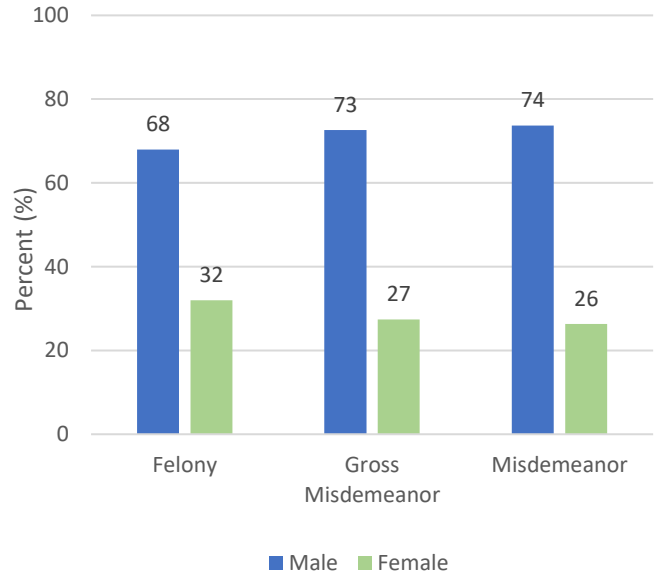
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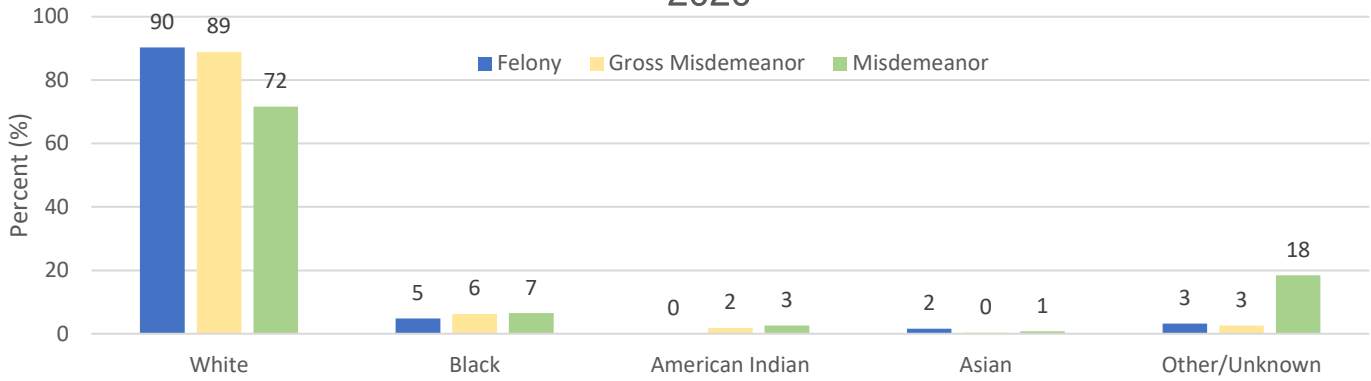


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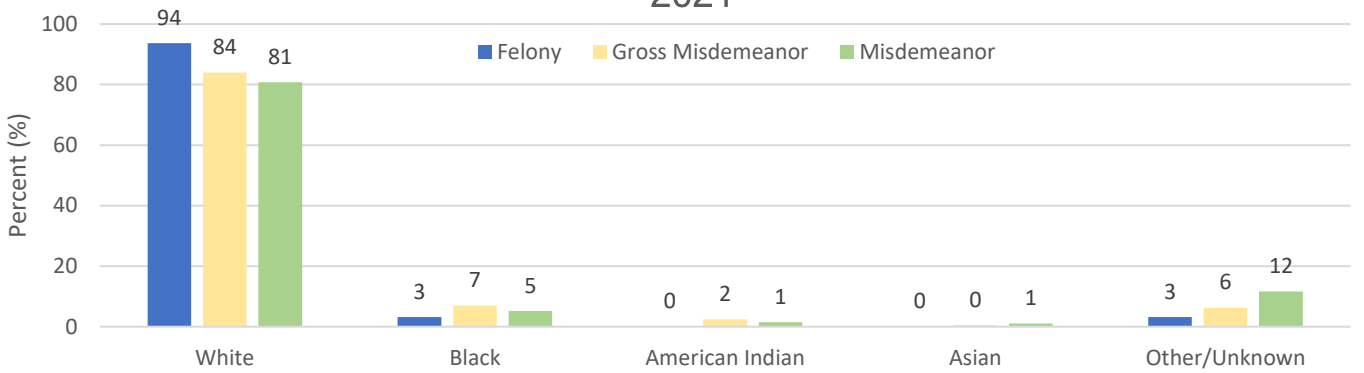


Adult Probation by Offense Level & Race

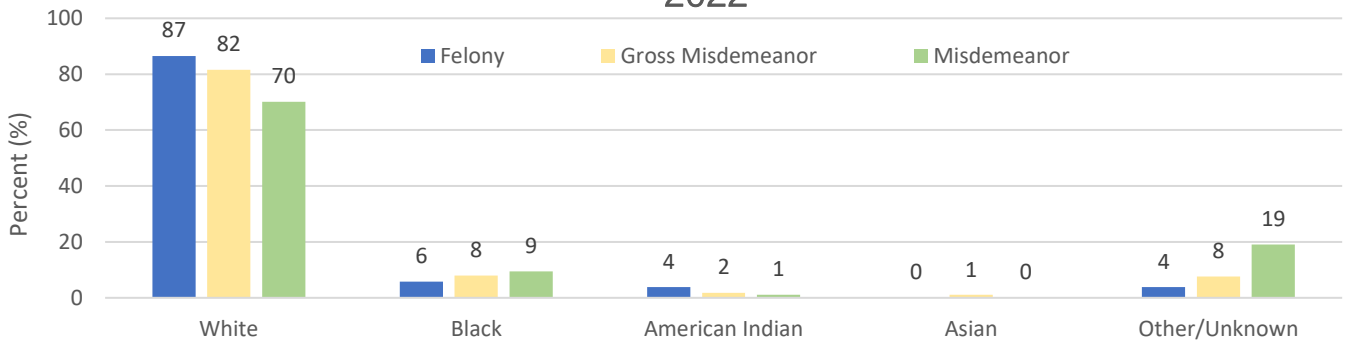
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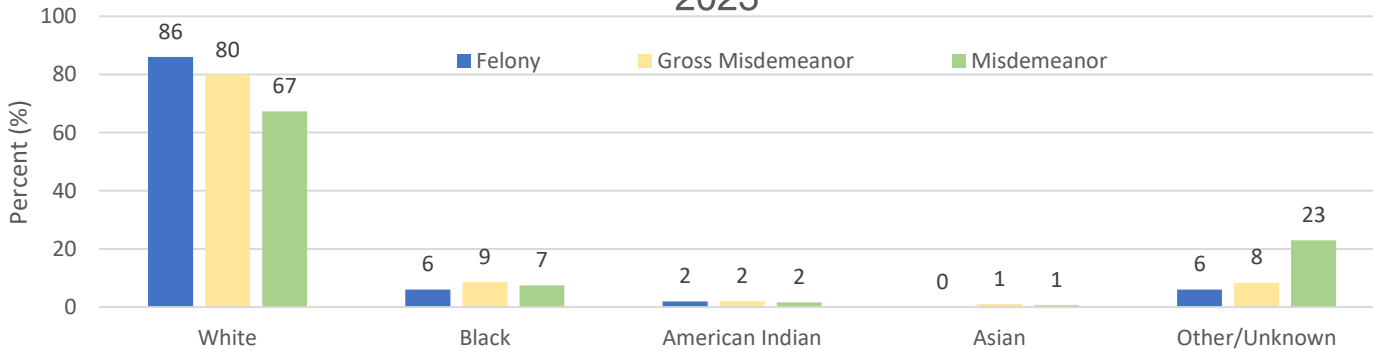
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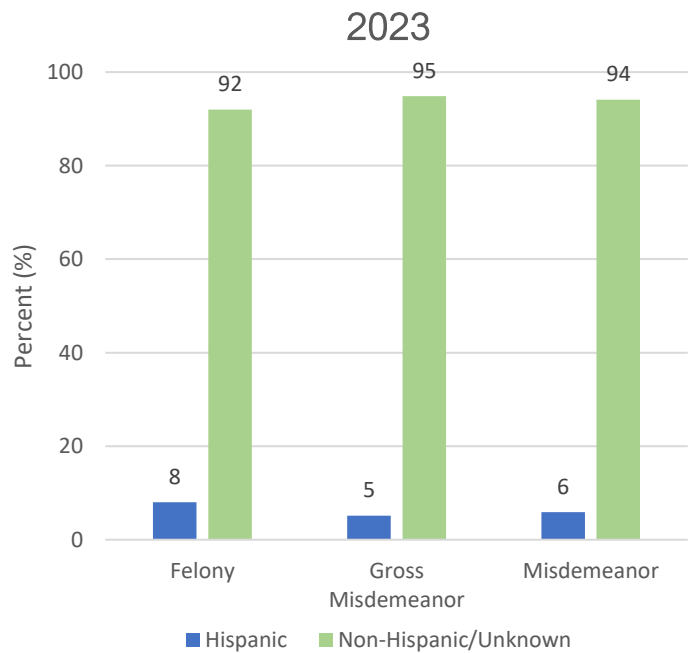
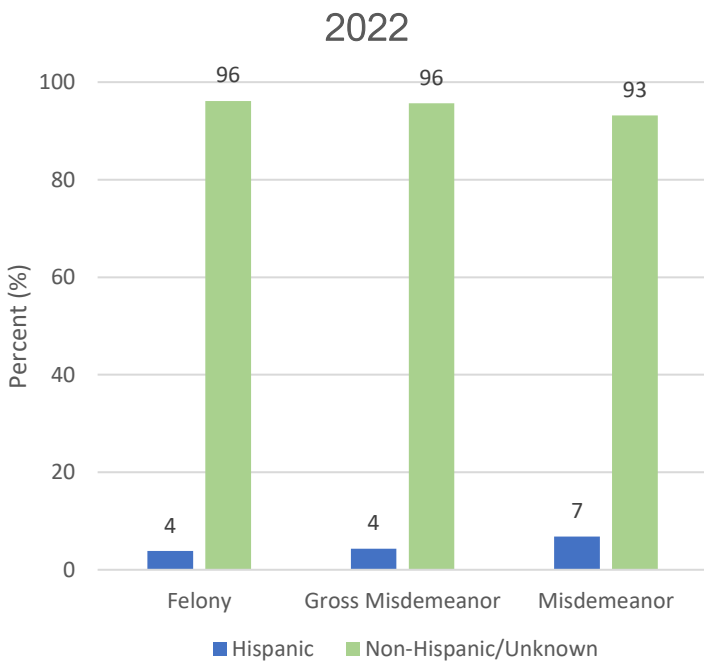
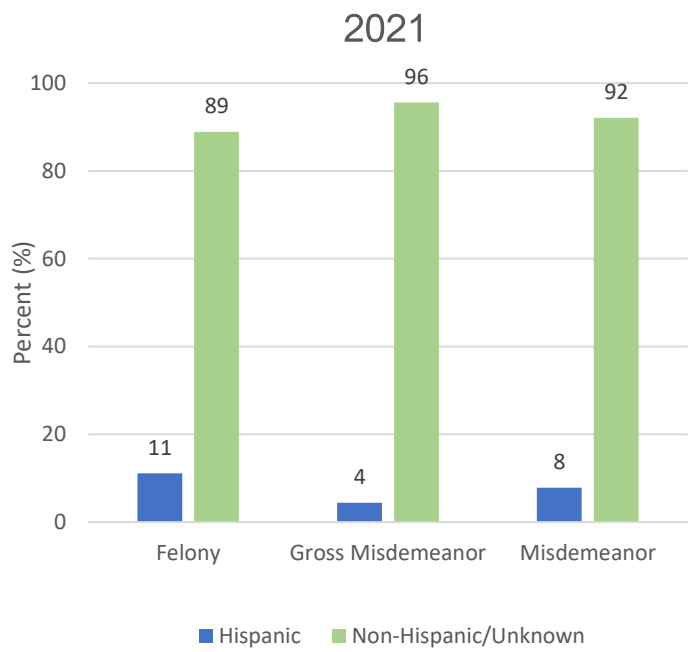
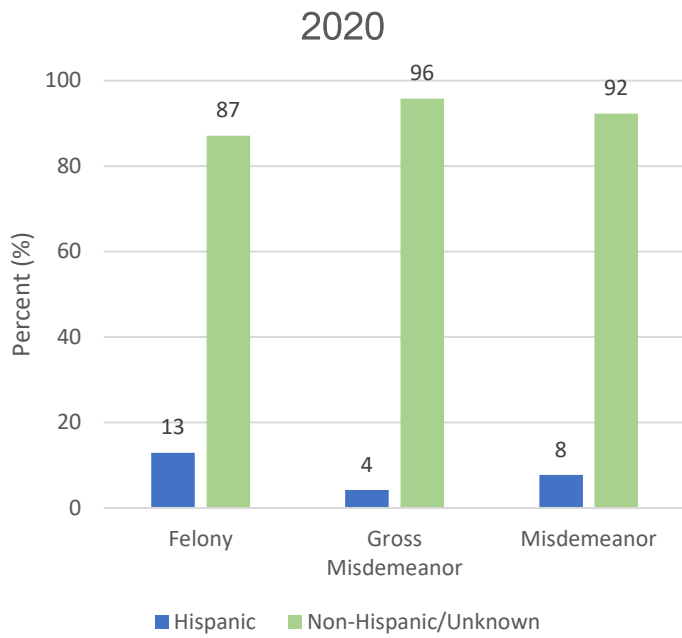
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2023



Adult Probation by Offense Level & Ethnicity

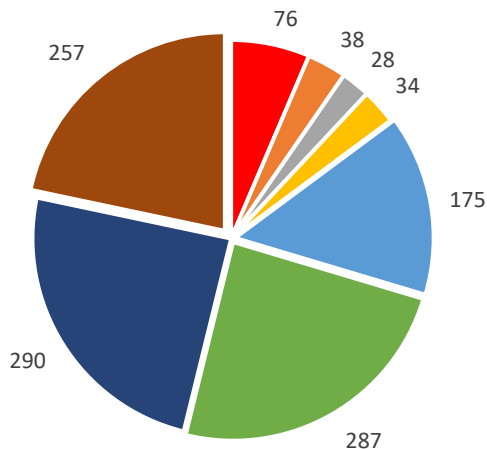


Adult Probation

Average Caseload Size & Caseload Type

2022

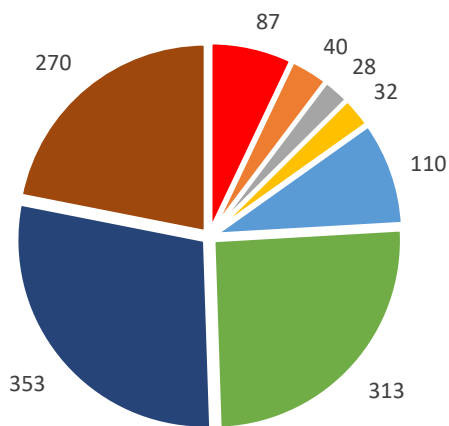
Adult Unit	Average Caseload
Traditional Supervision	76
DWI ISP	38
Gender Responsive	28
Domestic Violence ISP	34
Group Supervision	175
Monitored Probation	287
Administrative Probation	290
Transfer Out & Non-Transferable	257
Total	1185



- Traditional Supervision
- DWI ISP
- Gender Responsive
- Domestic Violence ISP
- Group Supervision
- Monitored Probation
- Administrative Probation
- Transfer Out & Non-Transferable

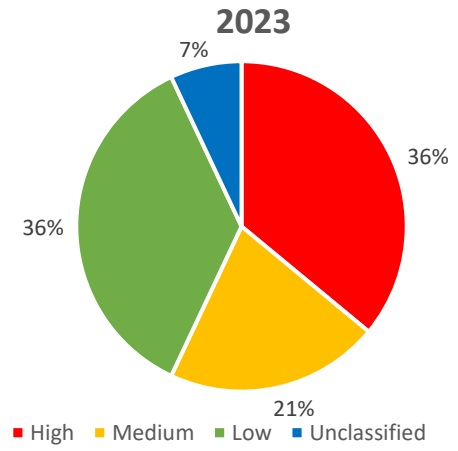
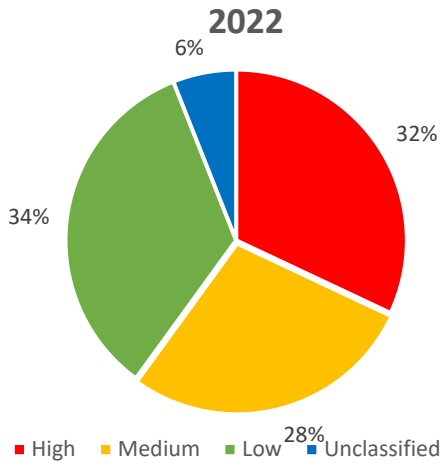
2023

Adult Unit	Average Caseload
Traditional Supervision	87
DWI ISP	40
Gender Responsive	28
Domestic Violence ISP	32
Group Supervision	110
Monitored Probation	313
Administrative Probation	353
Transfer Out & Non-Transferable	270
Total	1233

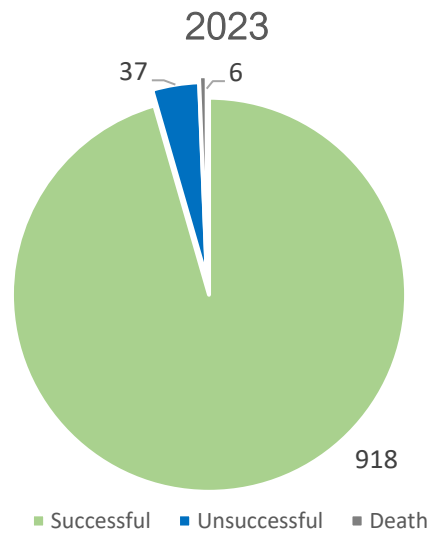
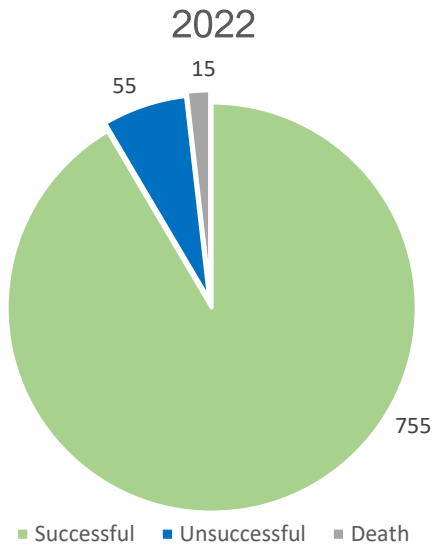


- Traditional Supervision
- DWI ISP
- Gender Responsive
- Domestic Violence ISP
- Group Supervision
- Monitored Probation
- Administrative Probation
- Transfer Out & Non-Transferable

Adult Probation by Risk Level

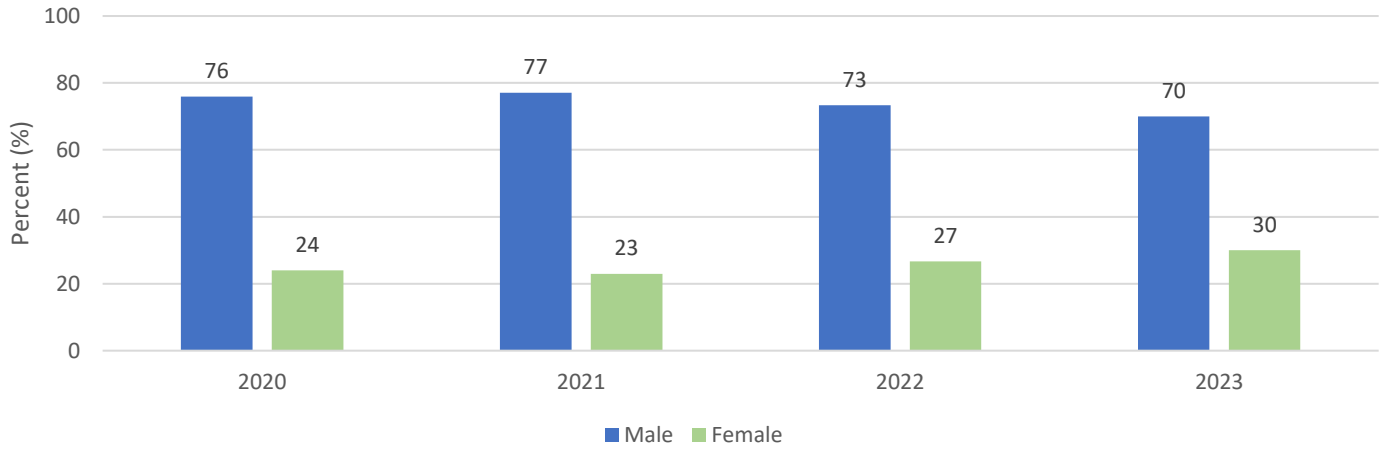


Adult Probation Case Closure Outcomes

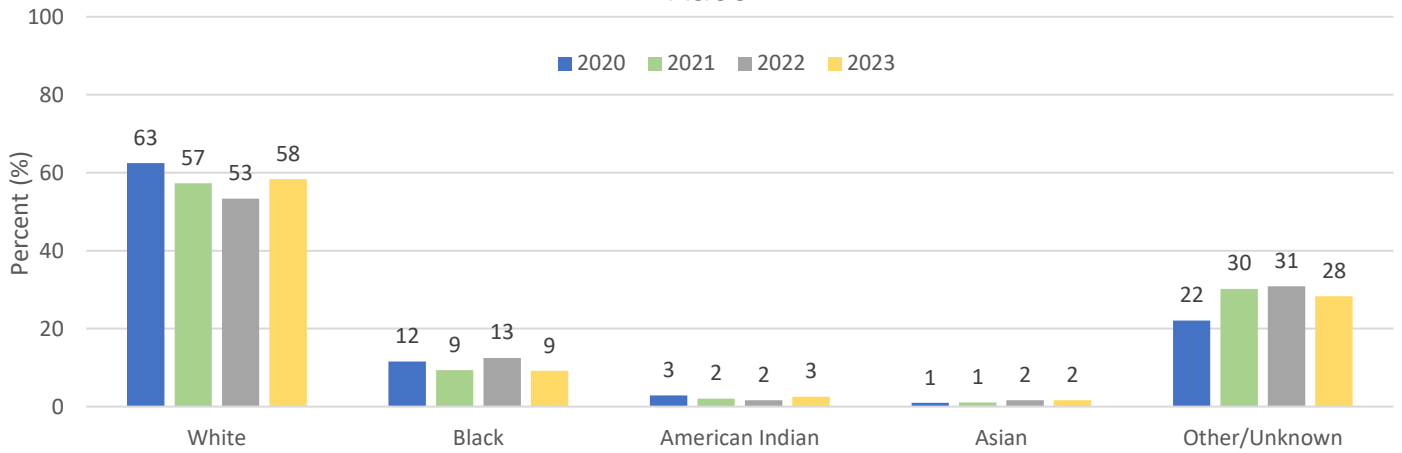


Juvenile Probation by Gender – Race - Ethnicity

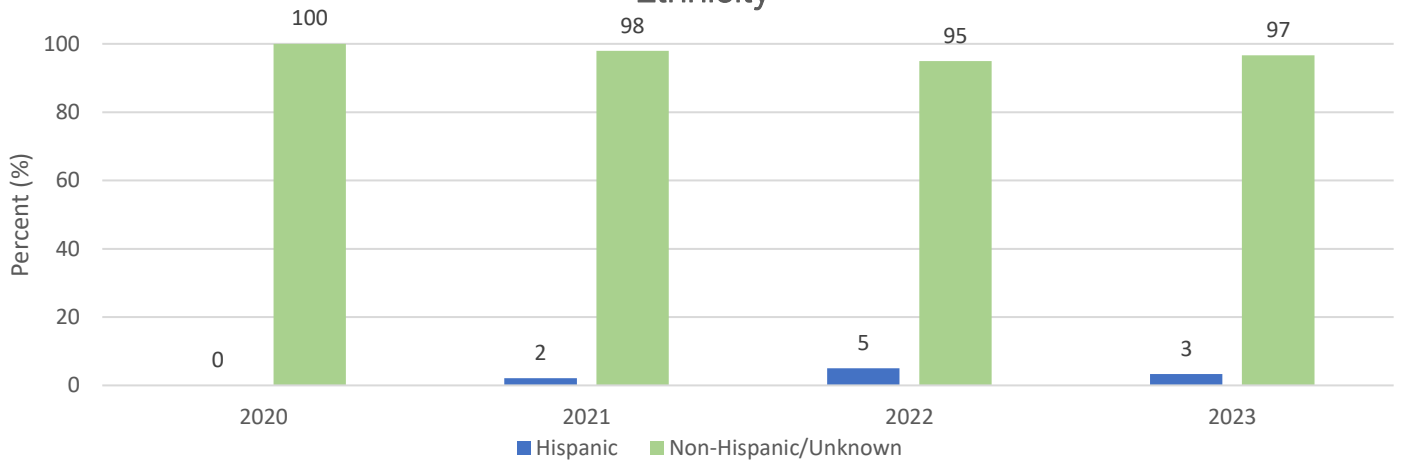
Gender



Race

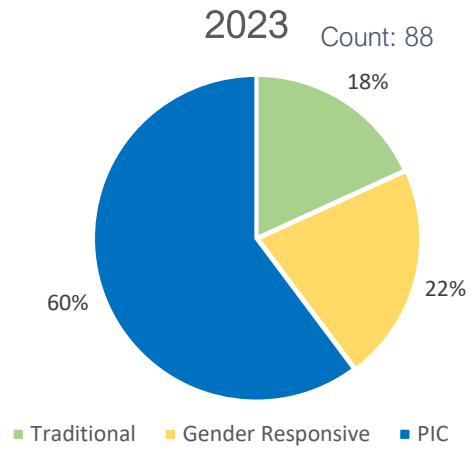
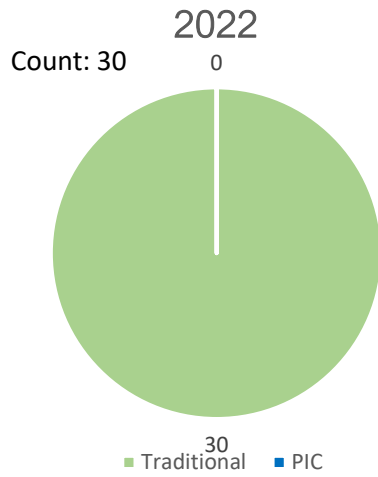


Ethnicity

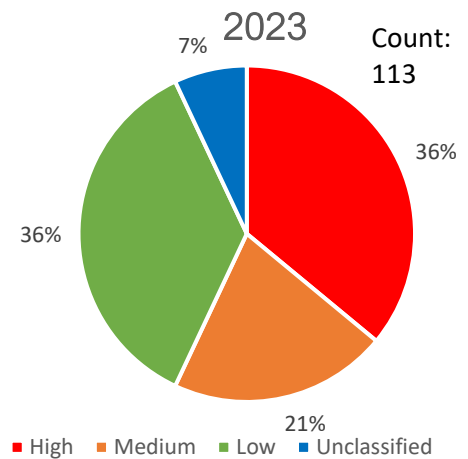
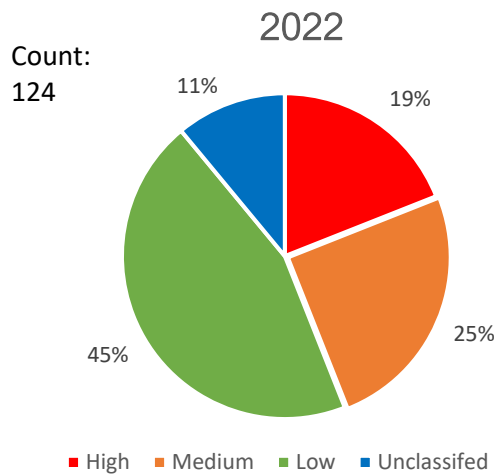


Juvenile Probation

Average Caseload Size by Caseload Type



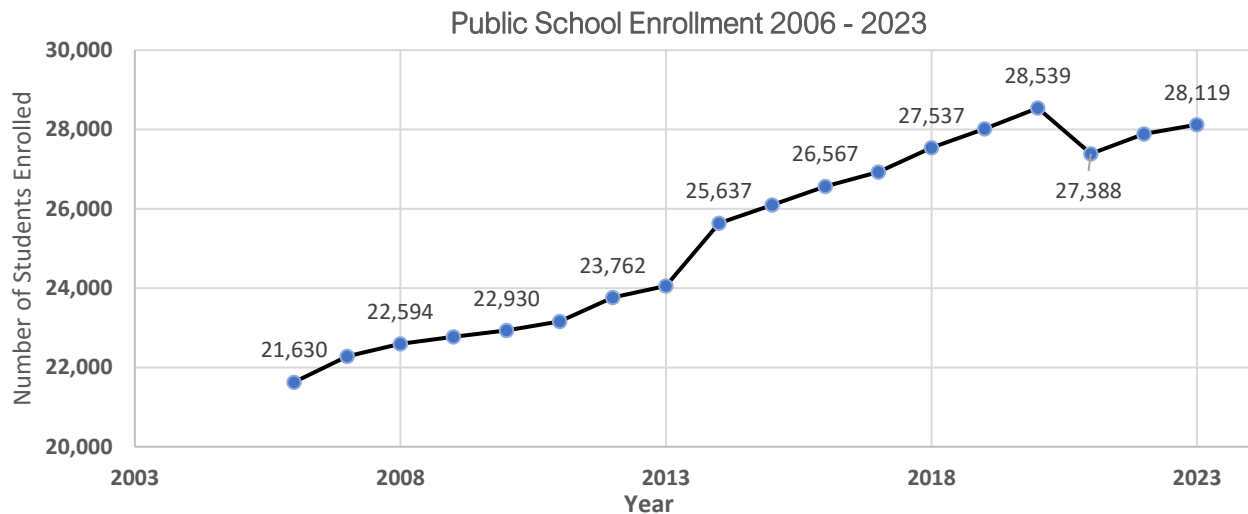
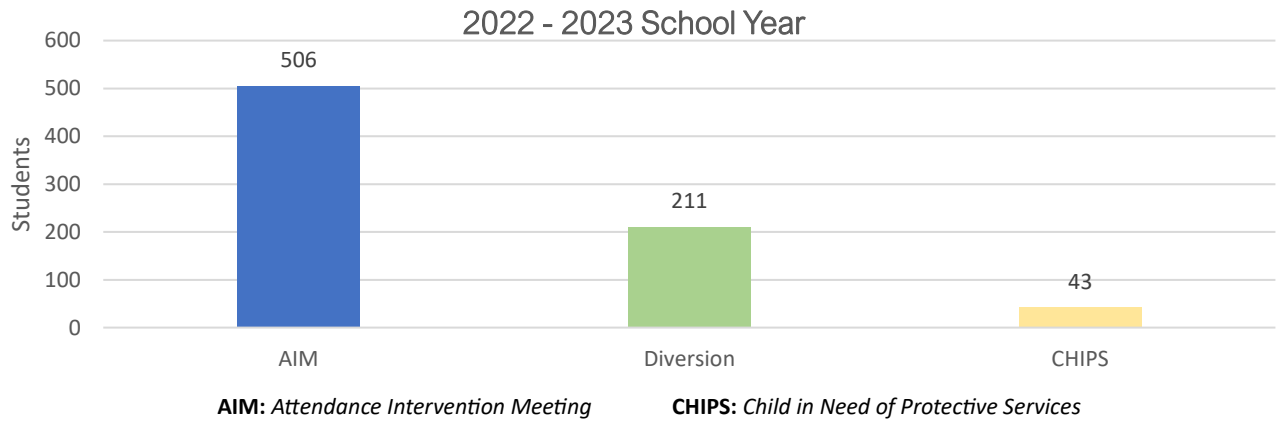
Juvenile Probation by Risk Level



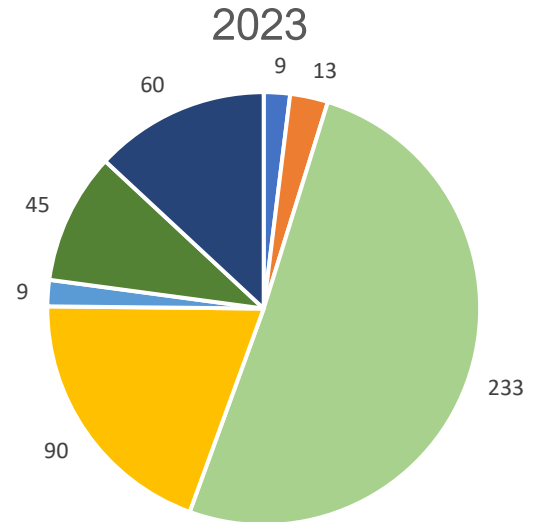
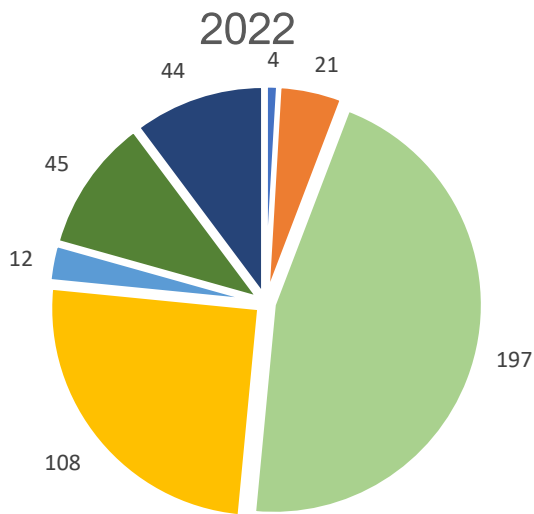
Juvenile Probation Case Closures Outcomes



Truancy Program Referrals



Adult – Juvenile Electronic Home Monitoring (EHM)



- House Arrest
- Pre-Trial violations
- Pre-Trial
- Home Detention
- GPS
- Post Sentence
- Juvenile

- House Arrest
- Pre-Trial violations
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- Home Detention
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- Juvenile

Adult – Juvenile Drug Testing

Drug Tests	2022	2023
<i>Patches</i>	2	6
<i>Oral Swabs</i>	3	5
<i>PBTs</i>	6	7
<i>Instant UAs</i>	970	1,216
Total	981	1,234