

Wright County
Comprehensive Plan
June 25, 2024

Contents

Introduction	1
Administration and Organization of Correctional Services.....	1
District Organization Chart	2
Advisory Board.....	3
DOC Training Requirements:	3
Overview of Supervision Population.....	3
Strategic Planning at the State Level	3
Use of Evidenced Based Practices with fidelity: (Normative Feedback).....	3
Council of State Governments (CSG)- Justice Reinvestment Initiative	4
Strategic Planning at the Local Level	5
Pre-Trial, Diversion and Other Services	5
Narrative of Core Interventions and Evidence-based Practices (EBP).....	6
Victim Concerns	8
Correctional Fees	8
Contracted Services and Proposal and Proposals for New Services.....	9
Budget.....	9
Salary Roster	9
Highlights	9
Appendix A Training Requirements	10
Appendix B Pre Trial-Standards	12
Appendix C Overview of Supervision Population	17

Introduction

Wright County is a county in the East Central part of Minnesota. Its county seat is Buffalo and the county was founded in 1855. Wright County is the second fastest growing county in Minnesota as of 2023.

Race and Hispanic Origin	Wright
White alone, percent	93.00%
Black or African American alone, percent(a)	2.60%
American Indian and Alaska Native alone, percent(a)	0.50%
Asian alone, percent(a)	1.80%
Native Hawaiian and Other Pacific Islander alone, percent(a)	Z
Two or More Races, percent	2.10%
Hispanic or Latino, percent(b)	3.60%
White alone, not Hispanic or Latino, percent	89.90%

Geography	
Population per square mile, 2020	213.8
Land area in square miles, 2020	661.16
FIPS Code	27171

Administration and Organization of Correctional Services

DOC Vision

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

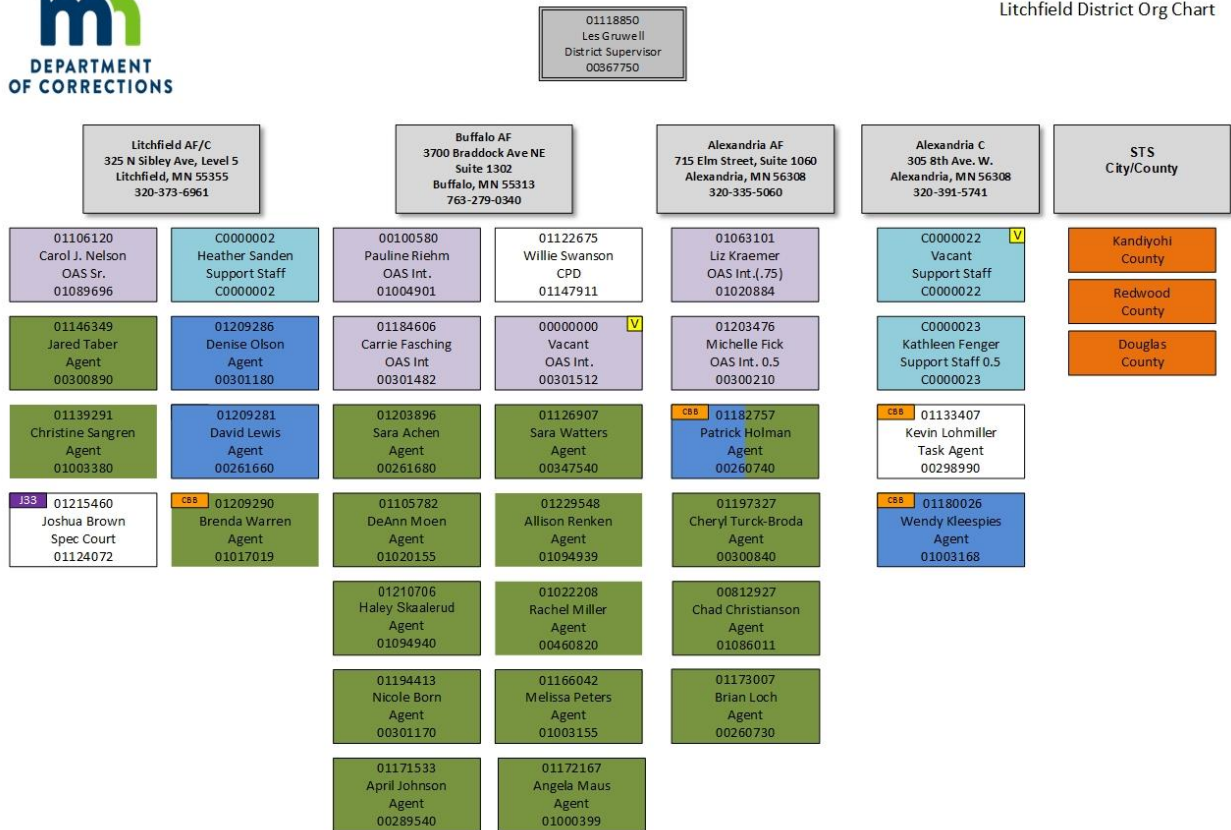
DOC Mission

Transforming lives for a safer Minnesota

District Organization Chart



Litchfield District Org Chart



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

In Wright County the DOC office supervises all felony-level probation and supervised release cases in Wright County apart from Felony probation DWI Cases. Several cognitive based groups are offered and facilitated by the Wright County DOC office. These groups include a Domestic Violence group based on the Duluth Model that meets weekly as well as a cognitive skills group, Decision Points that meets weekly.

Advisory Board

- The Honorable Jude Suzanne Bollman
- The Honorable Jude Geoffrey Tenney
- The Honorable Judge Kari Willis
- The Honorable Judge John A Bowen
- Brain Lutes County Attorney
- Jenny Paripovich Victims Advocate Wright County Attorney's office
- Benjie Schrim Defense Attorney
- Ronnie Santana Attorney
- Peter Standfer Annandale MN Chief of Police
- Brandon Steen Corrections Lieutenant Wright County Jail staff
- Michael Lindquist Lieutenant Criminal Investigative Division Wright County Sheriff's office.
- Danelle Gorra Project Manager Minnesota Department of Corrections
- Les Gruwell Litchfield District supervisor
- Willie Swanson Corrections Program Director
- Tom Feddema Supervisor Wright County Court Services

DOC Training Requirements:

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

Overview of Supervision Population

See Appendix C

Strategic Planning at the State Level

Each county may have goals addressing specific needs in their community. As an agency, Field Services' main approach to transforming lives is targeting the drivers of criminality and providing interventions to address those needs to lower that person's level of risk for criminality. As with most agencies, it is not just knowing what those strategies are, but who to prioritize for resources and how to effectively implement those strategies with high fidelity within an organization that leads to greater success.

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

All DOC Supervisors attended the Alliance for Community and Justice Innovation (ACJI's) Implementation Leadership Academy on best approaches to implementation and sustaining culture change and will continue with coaching from ACJI. For all DOC counties, one of the main objectives is to continue to ensure that staff are using evidenced best practices with fidelity. In fiscal year 2024, all DOC

counties will be ensuring that staff review the risk assessment results with the person being assessed. (Normative Feedback). This helps the person under supervision have a better understanding of behaviors and thinking that place them at risk for ongoing criminality.

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

Wright County is also a part of a dosage probation pilot program in conjunction with the National Institute of Corrections, Center for Effective Public Policy, and Carey Group.

Council of State Governments (CSG)- Justice Reinvestment Initiative

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

There is also a Phase II workgroup that is designated to assist in the implementation of many of CSG's original recommendations. Initially, this group is looking at creating a single standard of supervision for MN, regardless of what county/agency a client is supervised in. Additionally, implementation of a statewide behavior modification tool or incentives/sanctions grid, is being considered.

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

required conditions of supervision. The committee is currently working on where the data is located, the ability to gather data statewide and standards on data input for each agency to follow.

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

Strategic Planning at the Local Level

Wright County is in the implementation phase of a dosage probation pilot. This program incentivizes clients to participate in evidence based cognitive interventions with an earned discharge from probation after the completion of a set number of hours working on those skills. Two agent positions have been added to this office as well as program director position to aid in this implementation.

Furthermore, Wright County will continue to support agents in improving skills with delivering cognitive based interventions and other evidence-based practices. Seek out local stakeholders that support the cognitive based intervention model to continue to address criminogenic needs. Develop additional cognitive based groups to provide additional support in changing client thinking and behavior.

Pre-Trial, Diversion and Other Services

Pretrial standards based on best practices focus on maximizing court appearances and providing referral for services, rather than release condition compliance. Please see Pre Trial-Best Practices in Appendix B

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

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

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

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

The DOC Key Supervision Principles:

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

All clients placed on probation in Wright County receive the appropriate assessment as described above, these assessments help to identify risk levels as well as criminogenic needs. Risk levels are used to establish client contact. And criminogenic needs are identified to case plan with clients in the very high, high, and medium risk areas.

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

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

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

Currently agents are using cognitive based interventions on a one on one basis with clients, using the 4 step model. Agents are also facilitating a domestic abuse program and a cognitive skills program, Decision Points. Further programming is being developed by agents for implementation for dosage.

- **Addressing specific responsivity such as mental health, housing, gender, and culturally specific services.** The Minnesota Department of Corrections supports housing first initiatives and collaboration for addressing mental health needs, gender specific interventions that target unique pathways into the justice system and working with Tribal Nations on supervision and intervention partnerships. The DOC has four full time staff that help work with persons and communities around housing needs. DOC supervisors and staff that work closely with our Tribal

Nations participated in Tribal Relations training offered by the University of Minnesota in this last year and DOC has started to track tribal affiliation in our data management system for future gap analysis of programming needs.

There are several approved landlords in Buffalo that have been approved as a vendor for housing needs. In addition, in the event it is available and needed the DOC funded house in Wright County can be used.

Individualized responsivity is reviewed for each client. Given Wright County is located near the metropolitan areas, access to gender-based, culturally-specific, or other specific responsivity programming may be available to clients.

- **Caseload sizes for supervision intensity should be capped based on normed supervision and task workload studies.** Minnesota Department of Corrections uses supervision workload points tracked in CSTS to manage caseload sizes.

Two agent positions have been added to the office as well as one remote agent to assist in caseload sizes. The goal is to reduce and cap the size of caseloads such that dosage probation needs can be met by each agent and with each client on their caseload.

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

Dosage probation in Wright County is currently in the planning stage based on research from other Dosage pilot sites. Currently dosage hours are 300 hours for very high-risk clients, 200 hours for high-risk clients and 100 hours for medium risk clients. Dosage hours are earned by the client by participating and engaging in cognitive based interventions provided by community stake holders and individual one on ones with their agent. Once the client has reached the prescribed dosage hours then they are considered to have earned the discharge from probation. Not all Wright County cases will be included in the Dosage as it is implemented, those cases will undergo the same cognitive based interventions and will be recommended for early discharge based on intervention hours that match their risk level as well as their positive adjustment.

The current process for early discharge is focused on the client's time on supervision, completion of conditions, assessed as a low risk and positive adjustment on supervision.

- **The focus of supervision is skill development.** While supervision focuses on conditions, agents work with clients in developing new skills to avoid future recidivism is the key to long term success.

Agents are working on a four-step model of supervision, that includes a check in for any new developments in the client's situation, a review of prior action steps, intervention clients present learning on the current action plan and role play possible outcomes and finally, closing where possible new actions steps are explored. The focus of the four-step process is using

targeted cognitive behavioral intervention in one-on-one meetings. These tools include but are not limited to; Carey Guides, thinking reports, cost benefit analysis, social skills, problem solving skills, etc. Agents are specifically coached monthly to continue to build the skills around this area.

- **Use of incentives and adherence to the 4 to 1 positive ratios.** Agents are trained in using reinforcements which have proven to be more effective in supporting behavior changes than the use of punishment.

All agents have been trained in Motivational Interviewing and use this evidence-based approach in one-on-one meetings. Verbal praise and positive reinforcement are key incentives that are applied during daily client contacts.

- **Utilize community-based interventions compared to the reliance on out of home placements including incarceration for technical violations.** Programming and services in one’s local community should be exhausted prior to recommending revocation.

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

Victim Concerns

Agents initiate contact with the victim during the pre-sentence investigation process. Victim input regarding restitution, conditions and safety concerns is collected. This information can be considered as part of the case plan based on each client’s situation. Victims, when at all possible, are contacted at the end of the supervision period. The Wright County Attorney’s office has a victims’ advocate that contacts victim during the pretrial stage and remains available to any victim needs throughout the probation process.

Correctional Fees

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

- Types of correctional services for which fees are imposed (supervision and program fee schedule).
- Aggregate amount of fees imposed in CY 2022.
- Aggregate amount of fees collected in CY 2022.

Fee Description	2022 Fees Imposed	2022 Fees Collected
DOC Supervision Fee	102,750.00	38,859.67
Total	102,750.00	38,859.67

Contracted Services and Proposal and Proposals for New Services

The Minnesota Department of Corrections covers all electronic monitoring costs for supervised release clients through a contract with BI Incorporated. All counties, regardless of delivery system, have access to the contract. Monitoring is generally established prior to the client's release from the MN Correctional Facility or through a violation hearing or restructure recommendation.

Midwest Monitoring is also used, outside of a contract, in Wright County to provide electronic home monitoring and alcohol monitoring.

Budget

	FTEs	FY24	FY25	Total
Felony	14.43	\$ 1,572,325.79	\$ 1,643,080.45	\$ 3,215,406.24
Agent	10.00	\$ 910,460.13	\$ 951,430.83	\$ 1,861,890.96
Cost - CE		\$ 116,103.81	\$ 121,328.48	\$ 237,432.29
Cost - Interstate		\$ 43,319.91	\$ 45,269.30	\$ 88,589.21
Cost - Mgt-Admin		\$ 87,614.66	\$ 91,557.32	\$ 179,171.98
OAS Sr.	0.48	\$ 45,099.15	\$ 47,128.62	\$ 92,227.77
Supervisor	0.95	\$ 137,535.96	\$ 143,725.08	\$ 281,261.04
Support	3.00	\$ 232,192.18	\$ 242,640.82	\$ 474,833.00
Grand Total	14.43	\$ 1,572,325.79	\$ 1,643,080.45	\$ 3,215,406.24

Salary Roster

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

Highlights

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

Wright County has added multiple staff to that end and are working on a dosage probation pilot with the goal of targeting the drivers of criminal behavior and reducing recidivism.

Appendix A Training Requirements

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

The below will be discretionary training.

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

Sovereign Citizen Training	TBD	Agent Staff	Understanding the culture of sovereign citizens and how to work with this population
----------------------------	-----	-------------	--

Appendix B Pre Trial-Standards

Operationalized Mission

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

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

Universal Screening

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

Validated Pre-Trial Risk Assessments

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

Sequential Bail Review

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

Risk-Based Monitoring - Minimum Standards

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

- Only the highest risk defendants, based on the validated risk assessment, will receive formal pre-trial monitoring support. Low and Medium scores will result in minimal interaction with corrections staff.

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

Focus for Contacts:

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

Boundaries of Pre-Trial Monitoring:

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

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

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

Best Practices Based on NIC Article Reviews

Pre-Trial Monitoring

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

Recommendations:

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

Court Date Notification Systems

Committee Findings:

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

Recommendations:

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

Pre-Trial Assessment Tools

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

Recommendations:

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

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

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

Pre-Trial Detention

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

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

Difficulties maintaining employment/housing.

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

Pre-Trial Drug Testing

Committee Findings: Based on research from the 1980's and 1990's, there is no connection between drug testing and pre-trial success and/or failure. Information regarding the specifics of who was selected for drug testing is lacking. For example, was drug testing a blanket condition or individualized to the defendant's risk/need? There was a correlation between

those that showed up for drug testing and court appearances. If defendants showed up for drug testing, they also tended to show up for court. If defendants failed to show up for drug testing, they also tended to not appear for court.

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

Recommendations:

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

Pre-Trial Location Monitoring (EHM)

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

Recommendations:

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

Appendix C Overview of Supervision Population

(INCLUDING SR, ISR and pre-trial)

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

- Pre-trial Population

*Pretrial Agent Tasks

Adult	2020		2020 Total	2021		2021 Total	2022		2022 Total	Grand Total
	Hispanic	Unknown		Hispanic	Unknown		Hispanic	Unknown		
Female		76	76	1	157	158	1	150	151	385
Felony		76	76		141	141	1	140	141	358
Am Ind/Alaskan Nat		4	4		11	11		8	8	23
Asian/Pacific Islander		1	1		2	2		1	1	4
Black		8	8		10	10		18	18	36
Unknown		2	2		1	1				3
White		61	61		117	117	1	113	114	292
Gross Misdemeanor					13	13		6	6	19
Am Ind/Alaskan Nat					2	2		1	1	3
White					11	11		5	5	16
Misdemeanor				1	2	3		3	3	6
Am Ind/Alaskan Nat					1	1				1
Black								1	1	1
White				1	1	2		2	2	4
Petty Misdemeanor					1	1		1	1	2
White					1	1		1	1	2
Male	3	340	343	2	570	572	8	599	607	1522
Felony	3	327	330	2	538	540	7	568	575	1445
Am Ind/Alaskan Nat		6	6		8	8	2	15	17	31
Asian/Pacific Islander		11	11		8	8		11	11	30
Black		52	52		93	93		79	79	224
Unknown		3	3		4	4	1	1	2	9
White	3	255	258	2	425	427	4	462	466	1151

Gross Misdemeanor	10	10	22	22	1	21	22	54		
Am Ind/Alaskan Nat			1	1				1		
Asian/Pacific Islander						2	2	2		
Black	1	1	4	4		2	2	7		
White	9	9	17	17	1	17	18	44		
Misdemeanor	3	3	10	10		10	10	23		
Black			1	1		3	3	4		
Unknown			1	1				1		
White	3	3	8	8		7	7	18		
Grand Total	3	416	419	3	727	730	9	749	758	1907

○ Probation Population

Year	Type	County	Adult/Juvenile	Offense Level	Previous Year	Entries	Removals	Year End	Males	Females	White	Black	American Indian	Asian	Other Race	Hispanic	Non Hispanic Unknown
2020	DOC	Wright	Adult	Felony	846	243	292	801	614	187	706	72	11	9	3	25	776
2021	DOC	Wright	Adult	Felony	813	342	301	855	641	214	745	88	10	9	3	25	830
2022	DOC	Wright	Adult	Felony	852	357	362	851	641	210	730	84	19	11	7	23	828

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

	2020		2020 Total	2021		2021 Total	2022		2022 Total	Grand Total
	Hispanic	Non Hispanic		Hispanic	Non Hispanic		Hispanic	Non Hispanic		
Intensive Supervised Release		6	6	2	2	4	4	12		
Male		6	6	2	2	4	4	12		
Black		2	2					2		
Black-Non Hispanic						1	1	1		
White		4	4					4		
White-Non-Hispanic				2	2	3	3	5		
Parole		2	2	3	3			5		
Male		2	2	3	3			5		
Black		1	1					1		
Black-Non Hispanic				1	1			1		
White		1	1					1		
White-Non-Hispanic				2	2			2		

Standard Supervised Release	2	81	83	2	65	67	1	75	76	226
Female		7	7		9	9		9	9	25
American Indian-Non Hispanic								1	1	1
White		7	7							7
White–Non-Hispanic					9	9		8	8	17
Male	2	74	76	2	56	58	1	66	67	201
American Indian or Alaskan Native		1	1							1
American Indian-Non Hispanic					2	2		5	5	7
Asian-Non Hispanic								1	1	1
Black		5	5							5
Black-Hispanic				1		1				1
Black-Non Hispanic					5	5		5	5	10
White	2	68	70							70
White–Hispanic				1		1	1		1	2
White–Non-Hispanic					49	49		55	55	104
Grand Total	2	89	91	2	70	72	1	79	80	243

In addition, please provide the following:

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

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

Risk Level	High		Low		Medium		Prescreen Low--No Assmt		Unknown		Total #	Total %
	#	%	#	%	#	%	#	%	#	%		
Adult	72	100.00%	454	100.00%	286	100.00%	6	100.00%	56	100.00%	874	100.00%
Allison Renken		0.00%	16	3.52%	2	0.70%	1	16.67%		0.00%	19	2.17%
April Johnson	8	11.11%	12	2.64%	13	4.55%		0.00%	1	1.79%	34	3.89%
DeAnn Moen	8	11.11%	65	14.32%	64	22.38%		0.00%	9	16.07%	146	16.70%
Megan Mattice	14	19.44%	55	12.11%	31	10.84%		0.00%	7	12.50%	107	12.24%
Melissa J Peters	8	11.11%	34	7.49%	11	3.85%	1	16.67%	8	14.29%	62	7.09%
Nicole L Born	11	15.28%	102	22.47%	59	20.63%	1	16.67%	16	28.57%	189	21.62%
Rachel Miller	8	11.11%	48	10.57%	14	4.90%		0.00%	3	5.36%	73	8.35%
Sara A. Watters	9	12.50%	49	10.79%	37	12.94%		0.00%	3	5.36%	98	11.21%
Truda Lovett	6	8.33%	73	16.08%	55	19.23%	3	50.00%	9	16.07%	146	16.70%
Grand Total	72	100.00%	454	100.00%	286	100.00%	6	100.00%	56	100.00%	874	100.00%

Assignment Type	Adult				Medium		Prescreen Low--No Assmt		Unknown		Total #	Total %
	High #	%	Low #	%	#	%	#	%	#	%		
Felony	72	100.00%	454	100.00%	286	100.00%	6	100.00%	55	98.21%	873	99.89%
Administrative Caseload (includes STS only/unsup probation/juvenile monitoring)		0.00%	5	1.10%	1	0.35%		0.00%	2	3.57%	8	0.92%
CIP		0.00%	1	0.22%		0.00%		0.00%		0.00%	1	0.11%
Enhanced Supervision	51	70.83%	1	0.22%	2	0.70%		0.00%		0.00%	54	6.18%
ESO Phase 1	14	19.44%	2	0.44%	1	0.35%		0.00%	8	14.29%	25	2.86%
ESO Phase 2	1	1.39%	4	0.88%	12	4.20%		0.00%		0.00%	17	1.95%
ESO Phase 3	1	1.39%	35	7.71%	1	0.35%	1	16.67%	1	1.79%	39	4.46%
ESO Phase 4		0.00%	34	7.49%		0.00%		0.00%	1	1.79%	35	4.00%
Intake/Pretrial/Investigation Caseload-includes incoming transfers	1	1.39%	3	0.66%	2	0.70%		0.00%	3	5.36%	9	1.03%
Specialty Court-Probation		0.00%	1	0.22%		0.00%		0.00%		0.00%	1	0.11%
Traditional Supervision	4	5.56%	368	81.06%	267	93.36%	5	83.33%	40	71.43%	684	78.26%
Gross Misdemeanor		0.00%		0.00%		0.00%		0.00%	1	1.79%	1	0.11%
Traditional Supervision		0.00%		0.00%		0.00%		0.00%	1	1.79%	1	0.11%
Grand Total	72	100.00%	454	100.00%	286	100.00%	6	100.00%	56	100.00%	874	100.00%

Please also provide the following outcomes for CY 2022:

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

Adult	Successful		Unsuccessful		Total # of cases	Total %
	# of cases	%	# of cases	%		
Felony	244	85.02%	16	5.57%	260	90.59%
Discharge	40	13.94%		0.00%	40	13.94%
Discharge-Early	105	36.59%		0.00%	105	36.59%
Discharge-Expiration	51	17.77%		0.00%	51	17.77%
Discharge-Multiple Stay Types	5	1.74%		0.00%	5	1.74%
Dismiss	43	14.98%		0.00%	43	14.98%
Executed-Client Demanded-COC serving MCF (Felony Supervision)		0.00%	2	0.70%	2	0.70%
Executed-COC but serving Local (Felony Supervision)		0.00%	1	0.35%	1	0.35%
Executed-COC serving MCF (Felony Supervision)		0.00%	13	4.53%	13	4.53%
Gross Misdemeanor	15	5.23%	2	0.70%	17	5.92%
Discharge	1	0.35%		0.00%	1	0.35%
Discharge-Early	1	0.35%		0.00%	1	0.35%
Discharge-Expiration	12	4.18%		0.00%	12	4.18%
Dismiss	1	0.35%		0.00%	1	0.35%
Executed		0.00%	1	0.35%	1	0.35%
Executed-Court-LOC (GM/M Supervision cases)		0.00%	1	0.35%	1	0.35%
Misdemeanor	10	3.48%		0.00%	10	3.48%
Discharge	2	0.70%		0.00%	2	0.70%
Discharge-Expiration	7	2.44%		0.00%	7	2.44%
Dismiss	1	0.35%		0.00%	1	0.35%
Grand Total	269	93.73%	18	6.27%	287	100.00%