



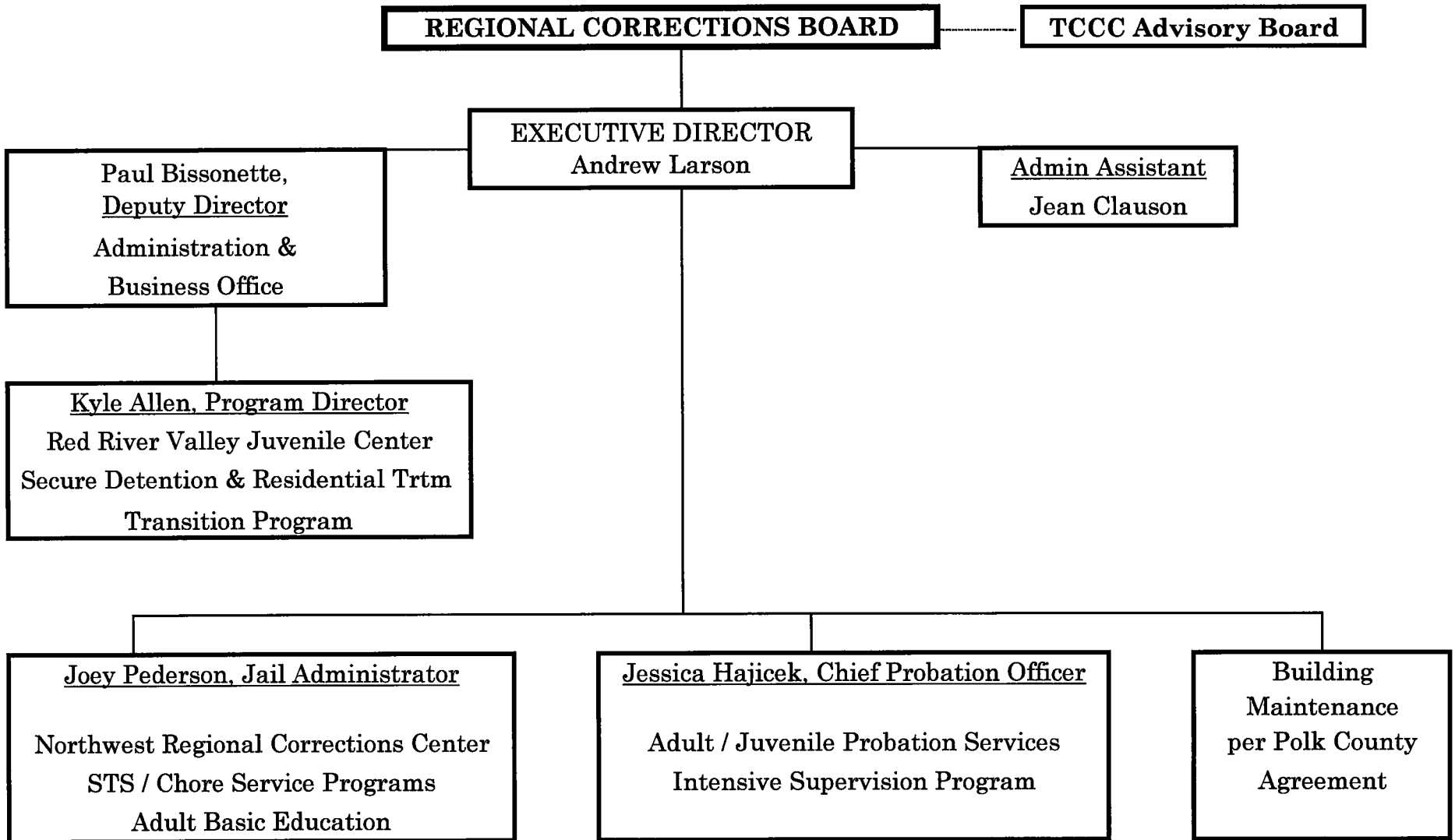
**COMPREHENSIVE  
INTERIM PLAN  
YR. 2019**

# **TRI-COUNTY COMMUNITY CORRECTIONS**

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TRI-COUNTY COMMUNITY CORRECTIONS  
ORGANIZATIONAL CHART  
JUNE 01, 2018



MINNESOTA DEPARTMENT OF CORRECTIONS – COMMUNITY CORRECTIONS ACT SUBSIDY

To be used for original application and for amendments to the original Comprehensive Plan that add or delete units of service. Check one: X Original Application: \_\_\_ Amendment # \_\_\_.

Applicant: Tri-County Community Corrections (Norman, Polk & Red Lake Counties)

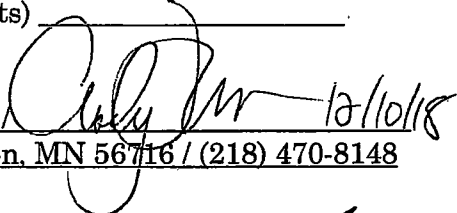
Application Period: January 01, 2019 to December 31, 2019

Original Proposed Budget:

Department of Corrections	1,000,357
County Funding	8,122,613
Other Funding	396,610
<b>TOTAL APPROPRIATION</b>	<b>9,519,580</b>

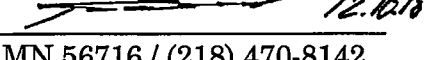
Amendment: Name of Units of Service (attach budget sheets) \_\_\_\_\_

**Community Corrections Executive Director:**

Name/Title/Signature: Andrew Larson / Executive Director  12/10/18

Address/Telephone: 816 Marin Avenue, Suite 110, Crookston, MN 56716 / (218) 470-8148

**Deputy Director:**

Name/Title/Signature: Paul C. Bissonette / Deputy Director  12.12.18


Address/Telephone: 816 Marin Avenue, Suite 110, Crookston, MN 56716 / (218) 470-8142


Applicant's Agreement


It is understood and agreed to by the applicant that:

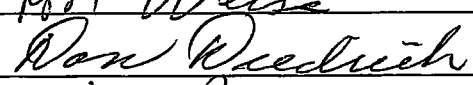
1. Funds granted for this Community Corrections Comprehensive Plan will be used only to implement the Plan as approved by the Commissioner of Corrections.
2. The grant may be terminated in whole, or in part, by the Commissioner of the Minnesota Department of Corrections. Such termination shall not affect obligations incurred under the subsidy prior to the effective date of such termination.
3. The applicant will apply for approval to change the Plan whenever implementation of financing will be materially changed. Approval will be governed by Minnesota Rules Chapter 2905.0500.
4. Financial Status Reports will be submitted every three months and narrative progress reports every six months as directed by the Commissioner of Corrections. Necessary records and accounts, including financial and property controls, will be maintained and made available to the Department of Corrections.
5. The applicant will strictly adhere to rules promulgated by the Department of Corrections (Minnesota Rules 2905).

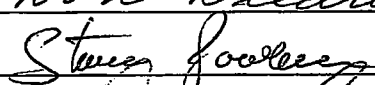
SIGNATURES OF AUTHORIZED OFFICIALS

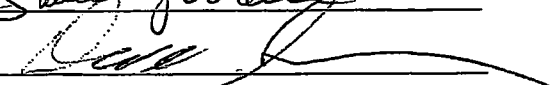
Name/Title/Signature Warren Strandell, County Commissioner 

Name/Title/Signature Steven Bommersbach, County Commissioner  12/10/2018

Name/Title/Signature Ron Weiss, County Commissioner 

Name/Title/Signature Don Diedrich, County Commissioner 

Name/Title/Signature Steven Jacobson, County Commissioner 

Name/Title/Signature Dave Sorensen, County Commissioner 

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

County/Group: NORMAN/POLK/RED LAKE

Budget Year: 2019

**Consolidated Budget**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				6,494,887
Service & Contractual				2,649,730
Travel				0
Training				46,545
Supplies & Materials				328,418
Capital Outlays				0
*Other Services (specify below)				0
<b>Direct Budgeted Expenses</b>	<b>1,000,357</b>	<b>8,122,613</b>	<b>396,610</b>	<b>9,519,580</b>
Use of State Institutions	0	0	0	0
<b>Total Budgeted Expenses</b>	<b>1,000,357</b>	<b>8,122,613</b>	<b>396,610</b>	<b>9,519,580</b>

Staff Training Budget (minimum requirement = 2% of Subsidy)

20,007

Minimum County/Group Level of Spending Current Year:  
Percent of County budget

140,253

2%

*For Internal Use Only:*

Fiscal Services Grant Administrator Approval & Date \_\_\_\_\_

Date Notified Grants Administrator \_\_\_\_\_

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

County/Group: NORMAN/POLK/RED LAKE

Budget Year: 2019

**Budget for Subsidy Program: Administration**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				431,517
Service & Contractual				202,659
Travel				
Training				
Supplies & Materials				23,710
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	89,047	492,059	76,780	657,886
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	<b>89,047</b>	<b>492,059</b>	<b>76,780</b>	<b>657,886</b>

**Budget for Subsidy Program: Training**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				46,545
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	20,007	26,538		46,545
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	<b>20,007</b>	<b>26,538</b>	<b>-</b>	<b>46,545</b>

**Budget for Subsidy Program: Adult Facilities**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				3,449,360
Service & Contractual				2,054,406
Travel				
Training				
Supplies & Materials				255,915
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses		5,583,865	175,816	5,759,681
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	<b>-</b>	<b>5,583,865</b>	<b>175,816</b>	<b>5,759,681</b>

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

County/Group: NORMAN/POLK/RED LAKE

Budget Year: 2019

**Budget for Subsidy Program: Adult Services**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,181,410
Service & Contractual				49,456
Travel				
Training				
Supplies & Materials				10,082
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	592,355	648,593	0	1,240,948
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	<b>592,355</b>	<b>648,593</b>	<b>-</b>	<b>1,240,948</b>

**Budget for Subsidy Program: Juvenile Facilities**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				779,345
Service & Contractual				293,315
Travel				
Training				
Supplies & Materials				34,955
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	192,102	892,033	23,480	1,107,615
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	<b>192,102</b>	<b>892,033</b>	<b>23,480</b>	<b>1,107,615</b>

**Budget for Subsidy Program: Juvenile Services**

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				532,721
Service & Contractual				19,894
Travel				
Training				
Supplies & Materials				3,756
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	106,846	449,525		556,371
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	<b>106,846</b>	<b>449,525</b>	<b>-</b>	<b>556,371</b>

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

County/Group: NORMAN/POLK/RED LAKE

Budget Year: 2019

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

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				120,534
Service & Contractual				0
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses		0	120,534	120,534
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	-	-	<b>120,534</b>	<b>120,534</b>

Budget for Subsidy Program: Other- Use of Other Institutions

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				30,000
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses		30,000		30,000
Use of State Institutions				0
<b>Total Budgeted Expenses</b>	-	<b>30,000</b>	-	<b>30,000</b>

# Tri-County Community Corrections

## FTE Equivalencies by Program Areas Yr 2019

Division/Funding	Position	Administration	Training	Adult Facilities	Adult-Services	Juvenile Facilities	Juvenile Services	Specialty Court	Total
Adult Basic Education	Manager/Teacher			1.00					1.00
Adult Basic Education	Para Professional			1.00					1.00
Administration	Administrative Accountant	1.00							1.00
Administration	Financial Worker	0.45							0.45
Administration	Administrative Assistant	1.00							1.00
Administration	Deputy Director	0.88							0.88
Administration	Executive Director	1.00							1.00
NWMHC - Contracted	CD Counselor						1.00		1.00
Canteen	Financial Worker			0.25					0.25
RRVJC	Caseworker					1.00			1.00
RRVJC	Deputy Director					0.13			0.13
RRVJC	Lead Youth Counselor					1.00			1.00
RRVJC	Youth Counselor					8.34			8.34
RRVJC	Program Director					0.80			0.80
Probation	Clerk II				3.13		0.50	0.25	3.88
Probation	Support Services Supervisor				0.75		0.25		1.00
Probation	Associate Agent				2.75			0.13	2.88
Probation	Probation Agent				6.88			1.13	8.00
Probation	Senior Probation Agent				2.00		1.00		3.00

# Tri-County Community Corrections FTE Equivalencies by Program Areas Yr 2019

Division/Funding	Position	Administration	Training	Adult Facilities	Adult Services	Juvenile Facilities	Juvenile Services	Specialty Court	Total
Probation	Career Probation Agent				0.75			0.25	1.00
Probation	Chief Probation Officer				0.65		0.25	0.10	1.00
Probation	Deputy Chief Probation Officer				0.65		0.25	0.10	1.00
NWRCC	Correctional Case Aide			2.00					2.00
NWRCC	Clerk II			1.63					1.63
NWRCC	Corrections Officer			32.52					32.52
NWRCC	Correctional Sergeant			5.00					5.00
NWRCC	Jail Administrator			1.00					1.00
NWRCC	Lieutenant			1.00					1.00
NWRCC	Program Coordinator			1.00					1.00
STS/Chore Services Programs	STS Crew Leader				1.00				1.00
STS/Chore Services Programs	STS Crew Leader				0.29				0.29
Transition Program	Program Director						0.20		0.20
Transition Program	Transition Worker						1.85		1.85
	<b>TOTAL</b>	<b>4.33</b>	<b>0.00</b>	<b>46.40</b>	<b>18.85</b>	<b>11.27</b>	<b>5.30</b>	<b>1.95</b>	<b>88.10</b>

**TRI-COUNTY COMMUNITY CORRECTIONS  
DEPARTMENT – PERSONNEL ROSTER  
YEAR 2019**

**REGIONAL CORRECTIONS BOARD**

Strandell, Warren	Polk County Commissioner
Diedrich, Don	Polk County Commissioner
Bommersbach, Steven	Norman County Commissioner
Jacobson, Steve	Norman County Commissioner
Weiss, Ron	Red Lake County Commissioner
New Commissioner Appointment	Red Lake County Commissioner

**ADMINISTRATION**

Larson, Andrew	Executive Director
Bissonette, Paul	Deputy Director
Clauson, Jean	Administrative Assistant
Erickson, Annette	Administrative Accountant
Erickson, Dorene	Financial Worker

**PROBATION**

Hajicek, Jessica	Chief Probation Officer
Arnold, Dale	Deputy Chief Probation Officer
Larson, Lisa	Career Probation Agent
Aarestad, Jessica	Senior Probation Agent
Chisholm, Ryan	Senior Probation Agent
Schroeder, Paula	Senior Probation Agent
Manecke, Dustin	Probation Agent
Aarhus, Raelene	Probation Agent
Hendry, Melissa	Probation Agent
Schill, Justin	Probation Agent
Sundberg, Arielle	Probation Agent
Swensen, Bethany	Probation Agent
Volker, Scott	Probation Agent
Wardner, Nicole	Probation Agent
Grabowski, Jessica	Associate Probation Agent
Nicholas, Travis	Associate Probation Agent
Rodriguez Delgado, Addaleigh	Associate Probation Agent
Anderson, Lindsay	Support Services Supervisor
Clauson, Jody	Secretary / Clerk II
Cole, Denise	Secretary / Clerk II
Langlois, Jodi	Secretary / Clerk II
Piersol, Mindy	Secretary / Clerk II

**TRI-COUNTY COMMUNITY CORRECTIONS  
DEPARTMENT – PERSONNEL ROSTER  
YEAR 2019**

**RED RIVER VALLEY JUVENILE CENTER**

Allen, Kyle	Program Director
Beck, Samantha	Caseworker
Bregier, Jim	Lead Youth Counselor
Aquino, Lorraine	Youth Counselor
Hoffman, Donovan	Youth Counselor
Nielsen, Sandra	Youth Counselor
Noyes, Alina	Youth Counselor
Porch, Tyler	Youth Counselor
Boyum, Dianne	Youth Counselor – part time
Sanchez, Marie	Youth Counselor – part time
Weiss, Sara	Youth Counselor – part time
Schraeder, Jason	Youth Counselor – part time
Uken, Harvey	Youth Counselor – part time
Yutrzeuka, Justin	Youth Counselor – part time

**TRANSITION PROGRAM**

Sabian, Heather	Transition Worker
Bochow, Amanda	Transition Worker

**CHEMICAL DEPENDENCY TREATMENT**

Thibert, Mary	CD Counselor Contracted to Northwestern Mental Health Center
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**NORTHWEST REGIONAL CORRECTIONS CENTER**

Pederson, Joey	Jail Administrator
Schroeder, Phil	Lt. / Assistant Jail Administrator
Barstad, Catherine	Correctional Sergeant
Cymbaluk, Troy	Correctional Sergeant
Goering, Chuck	Correctional Sergeant
Johnson, Chad	Correctional Sergeant
Nienaber, Brandon	Correctional Sergeant
Magsam, Craig	Correctional Corporal – Transportation Officer
Plante, Josh	Correctional Corporal – Classification Officer
Moran, Judy	Correctional Corporal
Dodge, Jonathon	Correctional Corporal
Olson, Matthew	Correctional Corporal
Hoeffner, Shauna	Correctional Corporal

TRI-COUNTY COMMUNITY CORRECTIONS  
DEPARTMENT – PERSONNEL ROSTER  
YEAR 2019

NORTHWEST REGIONAL CORRECTIONS CENTER

Avelsgard, Kaytlin	Corrections Officer
Fillion, Ricky	Corrections Officer
Gullekson, Guy	Corrections Officer
Gunderson, Scott	Corrections Officer
Thompson, Nicolee	Corrections Officer
Kaste, Kelvin	Corrections Officer
Lundeen, Mitchell	Corrections Officer
Norberg, Nicholas	Corrections Officer
Ottinger, Douglas	Corrections Officer
Proulx, Kurtis	Corrections Officer
Stordahl, Candace	Corrections Officer
Tweten, Zach	Corrections Officer
Benson, Brianna	Corrections Officer
Egstad, Natalie	Corrections Officer
Ingle, Timothy	Corrections Officer
Kariuki, Vicki	Corrections Officer
Knaack, Parker	Corrections Officer
Taylor, Dylan	Corrections Officer
Wiese, Joshua	Corrections Officer
Open	Corrections Officer
Benge, Matt	Corrections Officer – part time
Clark, Taylor	Corrections Officer – part time
Edevold, Loren	Corrections Officer – part time
McDaniel, Rhianna	Corrections Officer – part time
Mlnarik, Adam	Corrections Officer – part time
O’Keefe, Amanda	Corrections Officer – part time

Arvidson, LaRayne	Program Coordinator
Lessard, Melanie	Correctional Case Aide
Sandness, Theresa	Correctional Case Aide
Darco, Arika	Secretary / Clerk II
Hogenson, Shawn	Secretary / Clerk II

ADULT BASIC EDUCATION

Kasprick, Lori	Program Manager / Teacher
Moronez, Kim	Para Professional

SENTENCE TO SERVE

Dale, Dan	STS / Chore Services Crew Leader
Grubb, Dave	STS / Chore Services Crew Leader (part-time)

## NARRATIVE REPORT

Year 2018 has been a year of numerous changes throughout Tri-County Community Corrections (TCCC). Some of the changes were unanticipated and resulted in unexpected leadership changes, while other changes were driven by a more thoughtful and deliberate review of operations. In anticipation of lost revenue with the opening of two new jails in Northwest Minnesota, new per diem contracts and revenue opportunities have been actively pursued across all departments.

### Leadership Changes

Long-time Chief Probation Officer Tami Jo Lieberg left TCCC in May 2018 to assume a new position as Director of Kandiyohi County Community Corrections. While it is never easy to lose someone from an agencies leadership ranks, the move is a direct reflection of the quality of people who reside within our organization. This departure, along with the departure of the Deputy Chief, created a domino effect within the Probation Department. A pool of strong internal candidates were interviewed and Jessica Hajicek, who had just recently been promoted to Deputy Chief, was selected as the new Chief Probation Officer. Dale Arnold, long-time Intensive Supervision Probation Agent for TCCC, was promoted to the position of Deputy Chief Probation Officer.

The Northwest Regional Corrections Center also saw leadership changes with Joey Pederson promoted to the position of Jail Administrator in January 2018. Joey Pederson has been employed with Tri-County Community Corrections for more than 20 years and brings a reputation of being a hard-working, devoted and thoughtful professional to his position. Phil Schroeder, long-time NWRCC Sergeant, was promoted to the position of Lieutenant (Assistant Jail Administrator) in February 2018.

While changes within leadership ranks can pose challenges, the future of TCCC is bright due to the enthusiasm and potential that these employees bring to their new positions.

### Physical Plant and Technology Changes

As has been reported on for several years, TCCC has been committed to upgrading the physical plant at both the Northwest Regional Corrections Center and the Red River Valley Juvenile Center. In March of 2018, the video visitation system was replaced at the Northwest Regional Corrections Center, which brought the long and costly security system upgrade to a close. The new video visitation system is a significant improvement from the old system as it allows for off-site visitation, on-line visitor registration, and improved visitation monitoring/recording and significant expansion of visiting hours while not requiring added staff time. This upgrade also allowed for the secure doors at the Red River Valley Juvenile Center to be controlled by the Central Control post at the NWRCC as opposed to the Polk County Sheriff's Office Dispatch Center.

The East Grand Forks Probation Office, one of four satellite offices maintained by the Probation Department, moved locations in September 2018. The new office, which is now located within East Grand Forks City Hall, comes with many advantages such as closeness in proximity to the East Grand Forks Police Department, a more modern office space and better office/cubicle separation.

In an effort to move into the 21<sup>st</sup> century and improve care for offenders and residents, both the NWRCC and RRVJC have made a push to implement Electronic Health Record (EHR) Systems. The implementation of Electronic Health Records will have numerous advantages for nursing and correctional staff at the jail and juvenile center, some of which include easier access to health data, establishing and maintaining effective workflows, the ability to gather and analyze patient data, fewer medical errors and improved patient safety. The Public Health Documentation System (PH-Doc) has been implemented as the EHR at the RRVJC while Uniek EHR (a branch of Securus Technology, the NWRCC phone and video visitation provider) is being implemented within the NWRCC.

### Continuous Quality Improvement Plan

In November 2017, TCCC formed an Evidence Based Practices workgroup to review TCCC's current probation practices and how they align with Evidence Based Practices within the field of community corrections. This workgroup, which consists of the TCCC Executive Director, Chief Probation Officer, Deputy Chief Probation Officer, a Career Agent and three Senior Agents, has met every two weeks to develop the TCCC Continuous Quality Improvement Plan. This plan is intended to serve as a road map for TCCC to follow in their efforts to implement EBP with fidelity.

Elements of this plan have included assessing staff knowledge on the traits of Effective Alliance, conducting an offender survey to determine the perceived quality of the professional relationship between the probation agent and the people on their caseload, targeted implementation of smart chronos, the use of orientation scripts and scoring of offender interviews to gauge adherence to motivational interviewing principles. The TCCC CQI Plan provides direction for resource allocation, policy development, training requirements, and operational efficiencies and will help to establish data points to gauge progress towards EBP implementation.

Several agency employees have demonstrated their desire to further the agencies efforts towards greater EBP implementation by being trained as trainers in EBP disciplines. TCCC now has trainers capable of delivering training in Carey Guides, Thinking for a Change, Motivational Interviewing and the LS/CMI. In addition to training our own employees, TCCC will be committing these staffing resources to conduct training at the DOC Training Academy.

### Per Diem Expansion

Since the NWRCC opened in 2008, revenue generation in the form of selling beds for inmate housing to agencies experiencing overcrowding has been utilized to control costs. Since 2014, the NWRCC has generated in excess of \$1,000,000 on an annual basis by housing inmates for other jurisdictions. In anticipation of three new jails opening in our region in 2018 - 2019, Tri-County Community Corrections (TCCC) continues to explore alternative contract options to replace contracts, which will soon expire. TCCC entered into a contract with Mahnomon County, which guarantees 30 beds/day at a reduced per diem rate. This contract will help to ensure consistent revenue for the three years of the contract.

The RRVJC is also attempting to expand its footprint within northwest Minnesota. Numerous presentations have been conducted with social service, law enforcement and probation departments throughout northwest Minnesota in an effort to educate agencies on the programs and services, which the RRVJC offers. These efforts have resulted in consistent referral numbers from Becker County, Mahnomon County, White Earth Indian Reservation and Marshall County.

### Recidivism Reduction Grant

In September 2018, TCCC was awarded a Recidivism Reduction Grant through the Minnesota Office of Justice Programs. The project proposed by TCCC in partnership with the Northwestern Mental Health Center (NWMHC) has the overarching theme of recidivism reduction (targeting the highest risk population/s) through the following objectives and activities.

- A. **Expand offender access to services and programming:** The NWMHC will dedicate a Mental Health Professional and a Care Coordinator to serve the needs of the offender population at the NWRCC. This therapist will work with NWRCC and NWMHC staff to offer psychoeducational groups, individual counseling sessions, and facilitate involvement in treatment programs.
- B. **Provide comprehensive release planning:** The Care Coordinator will facilitate release planning following a three-phase approach.

Preparation – Offenders participating in this project will be provided with program opportunities designed to address mental health, Substance Use Disorder, criminogenic risk factors along with basic stabilizing factors such as employment and housing.

Transition – The Care Coordinator will work with offenders in the development of their case plans and referrals to community resource providers designed to help them be self-sufficient upon their release from custody.

Stabilization – The Probation Agent will receive a copy of the offender’s case plan, along with an update on program completion and referrals allowing for a seamless transition, resulting in a reduction in duplicated services with greater overall success for the offender.

- C. **Provide specialized supervision for female offenders:** The pathway for women’s involvement in the criminal justice system follows a very different path than men and requires a more targeted approach. The creation of a specialized caseload allows for a more targeted approach through the use of gender-specific risk assessments to better target risk factors specific to female offenders, alternative supervision strategies, and more focus on cognitive behavioral and trauma programming tailored to this population.

## PROGRAM DESCRIPTIONS

### Community Supervision Services / Probation:

#### Recidivism Reduction Grant

In September 2018, Tri-County Community Corrections (TCCC) was awarded the Minnesota Justice Assistance Grants (JAG) Recidivism Reduction Grant. This is a two-year grant that seeks to improve public safety by strengthening the collaborative efforts between criminal justice and social services to better serve youth and adults as they return to communities from correctional placements. This grant addresses three separate objectives: expand offender access to services and programming, provide comprehensive release planning and provide a specialized supervision caseload for female offenders.

This gender specific caseload is intended to focus on a more targeted supervision of medium and high-risk female offenders based upon the risk, needs and responsivity principle. The probation agent assigned to this caseload uses the Women's Risk Needs Assessment (WRNA). The WRNA is a risk assessment that was specifically designed to assess both gender-neutral and gender responsive factors. The WRNA identifies the following specific needs as it relates to women:

- 1) Trauma and Abuse;
- 2) Unhealthy Relationships;
- 3) Parental Stress;
- 4) Depression;
- 5) Self-efficacy; and
- 6) Current Mental Health Symptoms

As the probation department already utilizes the Level of Service/Case Management Inventory (LS/CMI), this risk assessment in conjunction with the WRNA, will be utilized to develop individualized case plans for women who qualify as medium or high-risk.

This female gender specific caseload will focus on the individual and unique social – psychological needs that have been found to specifically relate to women in the criminal justice system and that give us a better understanding of their re-offending. This gender specific caseload incorporates a unique supervision model that outlines the programs criteria and principles as well as defining each risk level category's expectations. Individualized case plans also specifically target the responsivity needs of each individual, the integration of the gender specific cognitive program *Moving On* and referral assistance.

A specific meeting space for women was designed within the office that provides a more therapeutic setting. It is the hope and intention that in specifically targeting and addressing the unique criminogenic and needs of female offenders that it will reduce the severity of violations, new arrests and female prison admissions. Outcomes and measures will be determined through data collection during the course of the two-year grant.

### Pre-Trial Bail Evaluations

As required by Minnesota Statute 629.74, local corrections departments or their designee, are required to conduct pre-trial bail evaluations. For many years, the Northwest Regional Corrections Center (NWRCC) has been completing these bail evaluations for the court. With the implementation of the new Minnesota Pre-Trial Assessment Tool on December 01, 2018, it was decided that the probation department would take over completion of these pretrial bail evaluations, along with some assistance from the NWRCC.

In anticipation of this process change, all probation staff, including support staff, received training in the proper completion of the evaluation. Teams of Probation Agents, Associate Agents and support staff were developed to complete these evaluations on a weekly rotation. After a two-month period, the process put in place will be reviewed to gauge for any further adjustment(s) to our current process.

### Evidence-Based Practices Training Capabilities

Keeping in line with the implementation of using Evidence-Based Practices within the department, two agents within the probation department were selected as part of a small group around the state to attend the LS/CMI Train the Trainer course. This was a four-day intensive training that focused on the foundational crime theories that support this assessment, the research behind the LS/CMI and the risk/need/responsivity/fidelity principles that authenticate this assessment and how the eight major criminogenic factors can have an influence on recidivism.

Another Probation Agent was selected as a part of a small group around the state to attend Motivational Interviewing I and II Train the Trainer Course. This was a four-day training that focused on the intrinsic motivation around behavior change, the research behind this principle and the development of eight guiding principles to risk and recidivism reduction. Having direct access to trainers in these two areas, that have a major impact in direct agent work within our agency has been influential. This comes at a time where we continue to incorporate and improve our efforts in using best practices with those we supervise.

### Specialty Court

In October 2018, TCCC received notice that the DWI Court Program Grant was funded for another year. This grant provides supervision of DWI Court participants with 1.6 FTE's in Polk, Norman and Red Lake Counties. All participants in the program must fill out an application to be considered for entry into the program and is reviewed and discussed by the DWI Courts treatment teams. These positions continue to provide support to those under supervision through case planning, referrals, alcohol and drug testing and home visits.

### Red River Valley Juvenile Center:

#### Video Visitation

During the Spring of 2018, a video visitation system was implemented within the RRVJC. This new system has allowed residents the opportunity to have more visual contact with family members and professionals. Family members are able to schedule 25-minute visits with their adolescent at a nominal cost to the family member. This system is also available for professionals to use free of charge.

#### Evidence Based Practice Implementation

There has been a strong emphasis on Evidence-Based Practices at the RRVJC during the past year. Key staff have been trained in Motivational Interviewing I and II, Core Correctional Practices, YLS/CMI, Case Planning and in early 2019 Carey Guides training will be completed. Using validated risk assessments and targeted case planning will allow appropriate interventions to be identified and utilized in an effort to reduce risk behaviors for the residents we serve.

#### Expanded Programming

Thinking for a Change is still the core program used for program residents. In early 2019, a gender specific program will be implemented for female residents using the "Voices" curriculum. This will allow us to utilize a more targeted program focusing on gender specific issues with residents.

Decision-Points Facilitator Training is also scheduled for early 2019. Decision Points, a cognitive behavioral therapy program, will be utilized for all residents within the facility to assist in reducing risky behaviors upon release.

In early 2018, the RRVJC underwent a massive updating of our level work system implementing updated assignments and modifying privileges dependent on levels achieved while in the facility. This allows residents to have more privileges while focusing on deficient areas in behavior and emotional regulation.

### Expanded Footprint

There has been a concerted effort over the past few months to increase non-member county use of the facility. This was partly due to a decrease in member county use and the need for additional revenue to offset agency cost.

We have been working hard to increase our footprint in northwest Minnesota to provide an alternative solution for out of home placement whether residential or secure detention.

One of the benefits of the facility is having residential programming on both sides of the facility allowing secure detention residents to be re-classified to non-secure dependent of behavior, legal charge and compliance with rules and level work completion.

### Transport Capability

In March 2018, the Polk County Sheriff's Office bestowed a secure transport vehicle upon the RRVJC. This allowed staff to safely and securely transport secure and non-secure residents to off-site appointments reducing the burden on law enforcement, social services, probation and guardians. This asset has helped the RRVJC to become more self-sufficient when handling resident transports.

### Transition Program Update

Educational sessions with member county agencies utilizing the Transition Program have been conducted to present information on services provided and updated training in an attempt to increase revenue and reduce financial burden on the agency. We are making a concerted effort to ensure the success and viability of the Transition Program as it has been identified as an essential service in this region.

All staff assigned to the Transition Program have completed Evidence Based Practices training, to include Motivational interviewing I and II, Core Correctional Practices, YLS/CMI, Case Planning and in early 2019, Carey Guides training will be completed, as well as Decision Points training. The addition of Decision Points training will allow the Transition Program to have an additional community-based program for clients in need of services.

In addition to making modifications to the programs for the adolescents, we are working to add an additional parenting component titled "Love and Logic" to the Transition Program as this need has been identified as a needed service.

## **Northwest Regional Corrections Center:**

### **Population and Staff Turnover**

Year 2018 brought with it a record high daily population of 213 in April, and an all-time average daily population for the month of May of 200. Significant staff turnover continues to pose major challenges at the Northwest Regional Corrections Center (NWRCC). Despite the implementation of formal exit interviews and closely tracking those results, the information gathered in large part has been inconclusive as to reasons staff are leaving. The exit interview process has proven beneficial by allowing Administration to identify operational challenges staff have experienced during their employment and make needed adjustments.

A few examples of changes that have been implemented are defining the roles and responsibilities of our two (Monday-Friday) day Sergeants, to include a primary role of coordination of court activity, paperwork and releases with one of the day Sergeants, while allowing the second Sergeant's primary focus to be that of managing and oversight of staff and inmate housing units. Defining these roles and otherwise avoiding overlap in these once shared responsibilities has provided greater efficiencies within the Sergeant Ranks and greater staff support and oversight across the department.

The NWRCC continues to invest in and develop its new staff-training program by sending each Corporal through a Corrections based Field Training Officer (FTO) training program. This has resulted in positive change for NWRCC's new staff training program to include implementing several evaluations that are completed with the trainee and Corporal together at targeted stages of their training intended to capture their comprehension and comfort level, and to identify additional training that may be needed. Through effective training NWRCC's focus continues to be providing effective supervision that, combined with programming and rehabilitative tools, promote positive change and prolonged success.

### **Programming**

The NWRCC's Adult Basic Education (ABE) program continues to provide Minnesota's only independent consortium with an ABE program to include GED testing in a jail setting. Since the return of GED testing in 2016, 35 offenders have successfully obtained their GED's while in custody, 13 of which were completed from January – November of 2018.

Despite the many successes, the NWRCC continues to experience significant challenges due to ongoing changes with GED testing requirements that now have shifted almost entirely to computer based testing and accounting. This, combined with rigid technological confines of a county jail, has resulted in numerous security challenges in continuing with GED testing while maintaining a secure platform that corresponds with the technology that is required.

Thanks to the ongoing efforts of the Polk County IT Department and the ABE Program Manager/Teacher, solutions have been implemented to many challenges we have faced.

In September of 2018, NWRCC Program Staff collaborated with the ABE Department to conduct the 3<sup>rd</sup> Annual “Resources for Reintegration Fair”. The focus of the Resources Fair continues to be to provide information to currently incarcerated offenders regarding resources, such as employment opportunities, post-secondary education and community resources, which would assist them in prospering upon their release from custody. Agencies that participated in this event included local businesses, social service agencies, community mental health providers, public health agencies, area colleges, housing authority, veteran services and occupational development (just to name a few). Ninety-seven percent (97%) of the inmate population that were eligible to attend participated in this event and the feedback continues to be extremely positive from both the community partners who participated and from the inmates.

### Technology Updates

The NWRCC’s video visitation system was replaced in March 2018. The new system includes remote visitation capabilities from anywhere with internet, including tablets and smart phones all for about the price of a comparable inmate jail phone call. The remote visiting feature especially appeals to per diem inmates whose visitors often travel greater than one hour to visit. All on-site inmate visits continue to be free. The new visitation system also allows free remote professional visits.

Significant benefits resulted from the implementation of the new video visitation system. Due to the off-site visiting option, Central Control staff (who previously managed daily public visitor registration) have seen a significant reduction in on-site visiting activity, and due to expanded visiting hours the workload is spread out throughout the day allowing staff at that post to focus more on facility security needs and movement. The families of inmates utilizing off-site visiting have benefited in many ways ranging from expanded visiting hours to greater access to visits from home during significant family events such as birthdays and holidays with the off-site visit being less traumatic for small children.

The NWRCC completed the security system upgrades to include (door, intercom, cameras and video recording systems) in 2018. Additional cameras were installed in blind spots and many existing cameras and monitors were replaced with higher quality versions. With this upgrade, camera monitors were installed at housing unit workstations to allow staff to more effectively manage the housing units. With the technology upgrades NWRCC assumed primary responsibility of operating Red River Valley Juvenile Center (RRVJC) security doors, which for decades were operated by the Polk County Sheriff’s Office Dispatch Center.

### Mental Health Challenges

The NWRCC continues to experience a high prevalence of significant mental health problems within the inmate population. To further address the issue Tri-County Community Corrections allocated additional money in 2017 and 2018 budgets to maintain a second part time Psych Intern to assist in expanding mental health services and programming within the jail. Unfortunately, Tri-County Community Corrections has experienced significant challenges recruiting doctoral level college students to fill the budgeted intern positions.

Despite these challenges, Tri-County Community Corrections continues to be committed in providing mental health services and programming within the jail. To maintain these services Tri-County Community Corrections partnered with the Northwestern Mental Health Center (NWMHC), which will include a similar level of mental health services with reduced hours due to improved efficiencies afforded through the partnership. Through the NWMH partnership combined with the “Recidivism Reduction Grant”, we anticipate a significant expansion of programming and services afforded to offenders through the life of the two-year grant.

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**TRI-COUNTY COMMUNITY CORRECTIONS  
PROGRESS REPORT ON STRATEGIC PLANNING  
YEAR 2019**

In November 2017, Tri-County Community Corrections (TCCC) formed an Evidence Based Practices workgroup to review TCCC's current probation practices and how they align with Evidence Based Practices within the field of community corrections. This workgroup, which consists of the TCCC Executive Director, Chief Probation Officer, Deputy Chief Probation Officer, a Career Agent and three Senior Agents, has met every two weeks to develop the TCCC Continuous Quality Improvement Plan. This plan is intended to serve as a road map for TCCC to follow in their efforts to implement Evidence Based Practices with fidelity.

Elements of this plan have included assessing staff knowledge on the traits of Effective Alliance, conducting an offender survey to determine the perceived quality of the professional relationship between the probation agent and the people on their caseload, targeted implementation of smart chronos, the use of orientation scripts and scoring of offender interviews to gauge adherence to motivational interviewing principles. The TCCC Continuous Quality Improvement Plan provides direction for resource allocation, policy development, training requirements and operational efficiencies and will help to establish data points to gauge progress towards Evidence Based Practices implementation.

Several agency employees have demonstrated their desire to further the agencies efforts towards greater Evidence Based Practices implementation by being trained as trainers in Evidence Based Practices disciplines. TCCC now has trainers capable of delivering training in Carey Guides, Thinking for a Change, Motivational Interviewing and the Level of Service/Case Management Inventory (LS/CMI). In addition to training our own employees, TCCC will be committing these staffing resources to conduct training at the Department of Corrections Training Academy.

**SECTION I – Continuous Quality Improvement**

**Phase 1: Agency Preparedness Vision**

MACCAC agencies are prepared to foster EBP with quality assurance as a priority.

OBJECTIVES	NARRATIVE UPDATE
Assess TCCC’s mission/vision and operating principles/policies for alignment with EBP practices.	Mission and vision are reviewed regularly as part of policy review. <i>This is on-going and evolving.</i>
Conduct an organizational assessment and evaluate the culture/structure support for implementation of EBP.	TCCC participated in an organizational/departamental assessment as part of the NIC Evidence Based Practices CQI initiative for rural counties in 2013/2014.
Develop an EBP plan to guide implementation strategies and progress.	TCCC developed an EBP Workgroup, which meets every two weeks. The workgroup consists of 6 Probation Agents with varying caseload.
Ensure staff’s participation in EBP through communication strategies and/or involvement in a task force.	TCCC has developed trainers in EBP competencies in the areas of LS/CMI, MI I and MI II, Carey Guides and Thinking for a Change.  Communities of practice sessions are held following monthly staff meetings.
Develop a plan that outlines methodology for tracking outcomes.	TCCC has begun utilizing SMART Chrono’s for purposes of tracking specific data points.
Define actual outcomes to establish a baseline and to establish a process to measure outcomes annually.	Outcomes are measures across all departments and operations are evaluated. Outcome measures to be evaluated in coming years. <i>This is on-going and evolving.</i>
Ensure hiring strategies and end performance expectations are aligned with EBP.	Interview questions and performance evaluations take EBP into consideration.

**Phase 2: EBP Implementation with Quality Improvement Measures.**

**EFFECTIVE ALLIANCE** – All agents are proficient in professional, effective alliance techniques.

OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
Define agent/client relationship including boundaries.	Agents utilize script from Carey Group to define agent/offender relationship.	Agents document role/relationship during first meeting with offender – 80% completion.	76.6% completed between July 2018 – December 2018.
Establish importance and strategies for implementation of effective alliance.	Agents discuss and document role/relationship during first meeting with offender or upon any transfer of cases.		Agent documented that they discussed role/relationship with 121 of 158 new offenders.
Train agents on the 14 effective alliance traits.	Agents tested on Effective Alliance traits January 2018. Agents collectively scored <u>56% accuracy</u> .  Formal training to be conducted in the form of “Briefcase Training” and monthly reminders to be sent to staff throughout 2018.	100% of targeted service delivery staff are trained in effective alliance by 12-31-2018.  Agents collectively score 80% + on Effective Alliance exercises.	<u>100%</u> of staff trained in Effective Alliance by 12-31-2018.  Retesting on Effective Alliance Traits to occur in February 2019.
Implement an offender survey tool.	Dual Role Inventory (DRI-R) conducted March 2018 to determine agency baseline.  DRI-R to be redone in March 2019 to assess individual agent strengths and areas for improvement.	<u>March 2018</u> 90% of surveys reflect score of average or better (147 or more on DRI-R)  <u>March 2019</u> 90% of surveys reflect score of 157 or more.	March 2018 Results  <b>82.7%</b>  March 2019 Results  <b>TBD</b>
Ensure supervisory assessment/audit plan includes assessed effective alliance traits.	In 2018, to implement formal case audit tool, which takes into account effective alliance traits.	Case audit conducted:  2018 - <4 years exp.  2019 – All agents	Case audits have been implemented in January 2019.

Many elements of Phase 2 of the Continuous Quality Improvement Plan are being formally developed for purposes of tracking data points.

**Phase 2: EBP Implementation with Quality Improvement Measures.**

MOTIVATIONAL INTERVIEWING (MI) – All designated agents effectively engage the offender in targeting those behaviors and criminogenic needs that impact recidivism.

<b>OBJECTIVES</b>	<b>AGENCY DETERMINED DATA/BENCHMARKS/BASELINE</b>	<b>TARGET</b>	<b>AGENCY OUTCOMES</b>
Establish standards for MI as adopted at the agency level.	Agents to engage in MI Adherent practices to engage offender in change.	100% of scored tapes reflect 0 MINA traits.	66% of scored tapes reflect 0 MINA traits.
Provide training for staff on MI I and MI II by certified trainers.	Probation Agents and Associate Agents trained in MI I during first 12 months of employment.  Probation Agents trained in MI II during first 12 months of employment.	100% targeted delivery staff trained in MI I and MI II within 12 months of employment.	4 of 4 (100%) Associate Agents trained in MI I.  12 of 13 Agents (92.3%) trained in MI I and MI II.
Establish supervisory expectations for coaching and evaluating staff.	All agents to submit tape for coding on a yearly basis.  Calendar developed for tape submission.  Agents rating below “Fair” on the MITI basic competence and proficiency thresholds for clinicians to submit tapes semi-annually.	100% of targeted delivery staff have submitted a tape for MITI coding according to calendar.  100% of scored tapes rated as “Good” on the MITI basic competence and proficiency thresholds for clinicians:	64% of targeted delivery (9 of 14) staff have submitted a tape for MITI coding according to calendar.  0% of scored tapes rated as “Good” on the MITI basic competence and proficiency thresholds for clinicians:
Continue applied skill practice and feedback in order to retain MI skills	Communities of Practice sessions to be conducted monthly in conjunction with staff meetings.	<b>Relational – 4</b> <b>Technical – 4</b> <b>% Complex Reflections – 50%</b>  <b>Reflection to Question Ratio: 2:1</b>	<b>Relational – 4</b> <b>Technical – 4</b> <b>% Complex Reflections – 50%</b>  <b>Reflection to Question Ratio: 2:1</b>

**Phase 2: EBP Implementation with Quality Improvement Measures.**

**RISK ASSESSMENT** – Targeted offenders’ criminogenic risk & needs factors are properly assessed.

OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
Establish standards for risk assessment as adopted at the agency level.	<p><i>Agency Standard</i></p> <p>#1 – LS/CMI on all offenders within 30 days of Intake. <b>139 of 140 = 99%**</b></p>	100% of LS/CMI or YLS target population audited had the tool completed at PSI or upon Intake.	Unable to duplicate original stat methodology.
Implement an initial criminogenic risk/needs assessment on targeted cases.	<p>#2 – LS/CMI updated annually. <b>570 of 720 offenders with current LS/CMI = 79%**</b></p> <p><i>**Figures as of 07-01-2018**</i></p>	100% of LS/CMI or YLS updated annually.	
A pre-screening tool is utilized on clients who otherwise would not receive an initial risk/needs assessment.	<p>Not applicable as of July 01, 2018.</p> <p>Full risk assessment completed on all supervised offenders.</p>	<p>Not applicable as of July 01, 2018.</p> <p>Full risk assessment completed on all supervised offenders.</p>	Pre-Screens are being done in jail, but not Probation.
Persons yielding a high score are referred for a full assessment.			N/A
Appropriate trailer assessments are completed on clients involving sex crimes and/or domestic violence.	<p>Static-99, Stable and Acute used with sex offenders.</p> <p>ODARA used with DV offenders.</p>		No outcomes currently tracked.
A re-assessment of criminogenic risk/needs is completed on clients with active case plan.			Yearly updates of LS/CMI or YLS required.
Risk/needs scores drive level of supervision.	<p>LS/CMI scores determine supervision level.</p> <p>0-9 Semi-Annual 10-18 Group Reporting 19-25 Reporting Center 26-35 High Risk 36+ ISP</p>	100% of targeted staff are evaluated by an inter-rater reliability method in their scoring of risk/need assessment tools.	Case audit process being developed.
Professional override decisions are limited to exceptional situations.	<p>Risk assessment over-ride rate at 7% (excluding sex offenders).**</p> <p><i>**50 over-rides out of 741 LS/CMI and YLS from 01-01-2017 – 06-11-2018**</i></p>	LS/CMI and YLS overrides are 5% or lower.	Over-rides conducted on 9.89% of cases in 2018. This number includes sex offenders and other specialized supervision caseloads.

**Phase 2: EBP Implementation with Quality Improvement Measures.**

CASE PLANS – All targeted clients’ dynamic criminogenic risk factors are addressed.

<b>OBJECTIVES</b>	<b>AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE</b>	<b>TARGET</b>	<b>AGENCY OUTCOMES</b>
Complete agent skill Training.	100% of targeted service delivery staff receive Case Plan training within 2 years of employment.	100% of targeted service delivery staff receive case plan training.	12 of 13 (92.3%) of targeted service delivery have case plan training.
Identify a target population requiring a case plan.	In Development	Case plan completed on 80% of targeted population.  To Be Determined percentage of targeted service delivery staff’s case plans audited for quality assurance.	Still attempting to coordinate the offering of case plan training to update staff.
Establish standards for a criminogenic based case plan as adopted at the agency level.	In Development	To Be Determined percentage of targeted service delivery staff receive annual effective case management booster sessions.	In Development

**Phase 2: EBP Implementation with Quality Improvement Measures.**

**COGNITIVE BEHAVIOR AND COACHING** – All targeted offenders are taught new skills so they can effectively manage their thoughts and behaviors and avoid recidivism.

<b>OBJECTIVES</b>	<b>AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE</b>	<b>TARGET</b>	<b>AGENCY OUTCOMES</b>
Establish standards for cognitive behavior interventions as adopted at the agency level.	In Process	100% of targeted service delivery staff have been trained by a master trainer for designated curriculum,	In Process
Select research-based cognitive behavior curriculum(s) based on target population.	On-going		Thinking for a Change; Moving On; Carey Guides; Decision Points
Train cognitive behavior facilitators by a master certified trainer.	100% of staff facilitating cog groups trained by master trainer.	100% of staff facilitating cog groups have their delivery of curriculum assessed for quality.	Trainer in T4C and Carey Guides now on staff.
Implement a screening process to ensure clients are properly targeted for cognitive behavior interventions.	To Be Determined	100% of participants completing cognitive programming complete a pre- and post-test to measure effectiveness.	To Be Determined
Utilize a pre- and post-test survey to evaluate client's learned competencies based on the group curriculum.	To Be Determined		To Be Determined

**Phase 2: EBP Implementation with Quality Improvement Measures.**

COGNITIVE BEHAVIOR AND COACHING – All targeted offenders are taught new skills so they can effectively manage their thoughts and behaviors and avoid recidivism.

Continued from previous page -

<b>OBJECTIVES</b>	<b>AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE</b>	<b>TARGET</b>	<b>AGENCY OUTCOMES</b>
Train staff in using cognitive behavior skills exercise in individual meetings with clients that contain explaining/describing, feedback, modeling, skill practice, feedback and homework.	100% of targeted delivery staff trained in recognized one-on-one cognitive behavior skill strategies.	100% of targeted delivery staff have been trained in recognized one-on-one cognitive behavior skill strategies.	Briefcase series utilized.  Carey Guide training currently being conducted.
Assess staff in their use of cognitive behavior skill exercises during individual meetings with clients.	To Be Determined		
Establish a high risk offender survey that assesses one-on-one cognitive coaching.	To Be Determined		To Be Determined

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

**Program Name: Administration**

**Agency Vision:** To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.

**Program Mission:** To provide funding and other support, which enable agency program/mission to move forward.

**Program Outcomes:**

1. Employees complete orientation and in-service training hours.
2. Maintain low risk to staff through safety equipment / training.
3. Funding level for programs is maintained at 1999 levels.
4. All laws and state rules are followed regarding financial management.

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
1	Annual training report will show completed minimum training requirements for each job classification. (40 hrs-Professional staff, 24 hrs-Corrections staff, 16 hrs-Support staff)	Corrections - 37 Professional - 17 Support - 6	Corrections - 31 Professional - 18 Support - 10	100%
	Percent of staff attending minimum training requirements	Corrections - 90% Professional - 74% Support - 43%	Corrections-84% Professional - 82% Support - 63%	100%
2	Staff Accidents/Injuries will be reported and reduced.	12	20	5 Per Year
3	Accurate timely financial reports completed within 30-days of quarter ending.	92%	84%	Reports Dated, 100 % Compliance
	Zero written complaints from funders on grant requirements.	-0-	-0-	-0-
	Annual financial audits will note compliance with management and fund requirements.	100%	100%	100%

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

**Program Name: Administration - Continued**

Out-Come #	Indicators	Year 2017	Year 2018	
		Actual	Actual	Target
4	Collection system for service fees will provide accurate reports.	100%	100%	100%
	Offender fees will be collected on a sliding income base. (Probation Fees)	Not Available	Not Available	100%

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

**Program Name: Northwest Regional Corrections Center (Adult Jail)**

**Agency Vision:** To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.

**Program Mission:** To protect the community by providing security, supervision and treatment alternatives to offenders committed by the courts, in a humane environment that is safe for residents and staff.

**Program Outcomes:**

1. Residents and staff are safe and secure.
2. Residents are treated fairly and respectfully.

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
1	Documented Prohibited Acts (violation of facility rules & regulations)			Baseline Set Yr. 2000 & 2001
	- Damage to Property	8	17	12
	- Disturbances (Mental Health and Self Destructive Incidents)	16	10	12
	- Resident Possession of Contraband	36	22	52
	- Intercepted Contraband	9	4	52
	- Officer's Calls for Assistance	86	88	12
	- Staff Show or Use of Force	10	17	12
	- Inmate to Inmate Assaults (# physical, # verbal)	43 Physical 5 Verbal	22 Physical 3 Verbal	6 - Physical 36 - Verbal
	- Inmate to Staff Assaults (# physical, # verbal)	1 Physical 13 Verbal	3 Physical 17 Verbal	0 - Physical 12 - Verbal
	- Inmate Escapes	-0-	2 (on furlough) 1 (from jail)	None
	- Inmate Suicides	1	-0-	None
	- Major Violations	380	310	25
	- Minor Violations	90	104	52

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

<b>Program Name: Support Services</b>
<b>Agency Vision:</b> To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.
<b>Program Mission:</b> To provide opportunities for offenders to complete court ordered sanctions and programming.
<b>Program Outcomes:</b>
<ol style="list-style-type: none"> <li>1. Residents participate in CD treatment while incarcerated.</li> <li>2. Residents complete work release without endangering the public.</li> <li>3. Risk factors identified for court through pre-court screenings.</li> <li>4. Residents obtain or maintain employment during incarceration.</li> <li>5. Residents in the education program improve academic achievement.</li> <li>6. Residents are involved in programming to complete court sanctions and to improve personal success.</li> </ol>

Out-Come #	Indicators	Year 2017	Year 2018	
		Actual	Actual	Target
1	# of residents participating in in-patient/day-patient chemical dependency treatment.	37	23	14
	# of residents participating in out-patient chemical dependency treatment.	6	7	25
2	# of new offenses committed by residents while on work release.	-0-	-0-	-0-
3	% of pre-court screenings completed on person and controlled substance offenses.	100% Only completed on violent offenses	100% Only completed on violent offenses	100%
4	% of residents eligible for work release who worked during incarceration. (Not including those with work release who were participating in other programming)	% not available at this time	% not available at this time	90%
5	Residents completing GED preparation.	14	18	48 per year
	Residents obtaining GED certificate.	11	15	25 per year

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

<b>Program Name: Adult Probation</b>
<b>Agency Vision:</b> To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.
<b>Program Mission:</b> The mission of Adult Probation is to provide probation, parole, supervised release, investigation and contracted services for cases assigned under the jurisdiction of the courts.
<b>Program Outcomes:</b> <ol style="list-style-type: none"> <li>1. Offenders are law abiding during supervision.</li> <li>2. Crime victims and the community are supported.</li> <li>3. Offenders make positive changes in their lives.</li> <li>4. Offenders are held accountable to the conditions of supervision.</li> </ol>

Out-Come #	Indicators	Year 2017	Year 2018	
		Actual	Actual	Target
1	% of offenders who were <b>not</b> convicted for an offense committed after the start of probation, parole or supervised release.	89%	88%	75%
	% of offenders who reduced their risk scores in areas that measure dynamic criminogenic needs.	27%	25%	40%
2	<b><i>Crime victims are financially restored.</i></b> % of offenders who satisfied their restitution responsibility or had other payment arrangements in place such as a civil judgment.	18%	19%	60%
3	% of offenders who were <b>not</b> convicted for an offense committed in the one year after their probation end date.	% not available at this time	% not available at this time	85%

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

**Program Name: Adult Probation - continued**

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
4	% of offenders ordered to attend treatment/placement that completed this condition of probation.			
	*Sex Offender	22%	17%	60%
	*Chemical Dependency	45%	46%	60%
	*Domestic Violence	40%	33%	60%
	% of offenders discharged from probation that had a normal termination at expiration or an early termination.	80%	78%	40%
	Sex Offenders Complying with Treatment (Indicator added 08-31-09)	82%	93%	80%

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

**Program Name: Juvenile Probation**

**Agency Vision:** To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.

**Program Mission:** The mission of Juvenile Probation is to help protect the community by providing investigation, supervision, assessment, treatment opportunities, monetary and community service restitution, as well as other specialized programs for juveniles referred by the Juvenile Court.

**Program Outcomes:**

1. Offenders are law abiding during supervision and following discharge from supervision.
2. Victims and the community receive reparation for their losses.
3. Offenders are held accountable for their behavior during supervision.
4. Offenders make positive changes in their behavior.
5. Stakeholders are satisfied with the services they receive from Tri-County Community Corrections.

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
1	% of offenders with no new petitions during supervision.	N / A	N / A	60%
	% reduction in offender risk scores.	62%	55%	50%
	% of offenders with no new petitions/convictions in the one year period following discharge.	N / A	N / A	20%
2	% of offenders ordered to perform community work service completing their obligation as ordered.	65%	74%	80%
	% of victims receiving restitution.	54%	75%	80%
3	% of offenders ordered to attend treatment/placement completing this condition of probation.	72%	41%	60%
	% of offenders improving school attendance.	N / A	N / A	20%

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

**Program Name: Juvenile Probation - continued**

Out-Come #	Indicators	Year 2017	Year 2018	
		Actual	Actual	Target
4	% of offenders ordered to pay restitution completing their obligation as ordered.	54%	75%	60%
5	% reduction in offender need scores.	N/A	N/A	40%

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

**Program Name: Red River Valley Juvenile Center (Secure Detention)**

**Agency Vision:** To promote and improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration of people and organizations, public and private that promotes Restorative Justice.

**Program Mission:** To protect the community by providing secure detention and other programs for juveniles referred by the Juvenile Court.

**Program Outcome:**

1. Adolescents and staff are safe and secure and treated fairly and respectfully.

*New Outcome Measures effective 01-01-08*

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
1	# of staff accidents involving medical treatment.	-0-	-0-	No more than 4
	# of resident accidents involving medical treatment.	-0-	-0-	No more than 4
	# of times Restrictive Procedures were implemented:	-0-	4	No more than 5
	Seclusion			
	Physical Escort		2	
	Physical Hold		4	
	Disciplinary Room Time		2	
	Mechanical Restraints		2	
	# of written grievances filed.	1	2	No more than 2
	# of adverse findings, allegations of maltreatment under MN Statutes, citations and legal action against the license holder.	-0-	-0-	-0-
# of critical incidents filed with the Dept. of Corrections. (See attached list of DOC critical incidents)	5	4	No more than 4	
Facility will meet or exceed all DOC and Dept. of Health Inspections.	100%	100%	100%	

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

**Program Name: Red River Valley Juvenile Center (Secure Detention)**

*Department of Corrections Critical Incident List:*

Alleged Maltreatment

Assault-Resident on Resident

Assault-Resident on Staff

Assault-Staff on Resident

Attempted Suicide

Death-Other (Identify) \_\_\_\_\_

Escape from a Secure Facility

Fire

Homicide

Natural Disaster

Riot/Disturbance

Serious Infectious Disease

Serious Resident Illness

Serious Resident Injury

Sexual Misconduct-Resident on Resident (mutual consent)

Sexual Misconduct-Resident on Resident by Coercion

Sexual Misconduct-Resident on Staff

Sexual Misconduct-Staff on Resident

Suicide

Other (identify) \_\_\_\_\_

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

**Program Name: Red River Valley Juvenile Center (Residential Treatment)**

**Agency Vision:** To promote a sense of security and respect and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based partnership that includes all people and organizations both public and private that promotes Restorative Justice.

**Program Mission:** To protect the community by providing a safe, custodial living environment, opportunities for rehabilitation, housekeeping, food service, medical services and educational programs for adolescents committed by the Juvenile Court.

**Program Outcomes:**

1. Residents make positive changes in attitude and behavior while at the RRVJC.
2. No similar or higher level of offense resulting in placement within 6-months after discharge.

*New Outcome Measures effective 01-01-08*

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
1	# of staff accidents involving medical treatment.	-0-	-0-	No more than 4
	# of resident accidents involving medical treatment.	-0-	-0-	No more than 4
	# of times Restrictive Procedures were implemented:	-0-	2	No more than 5
	Physical Escort		2	
	Physical Hold			
	# of written grievances filed.	1	-0-	No more than 2
	# of adverse findings, allegations of maltreatment under MN Statutes, citations and legal action against the license holder.	-0-	-0-	-0-
	# of critical incidents filed with the Dept. of Corrections. (See attached list of DOC critical incidents)	1	4	No more than 4
# of walk-away incidents on non-secure building side.	1	2	No more than 2	
% of residents who complete their program plan.	100%	100%	75% Completion	

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

**Program Name: Red River Valley Juvenile Center (Residential Treatment)**

Out-Come #	Indicators	Year 2017	Year 2018	Target
		Actual	Actual	
2	% of residents who successfully completed programming without new offenses, (similar or higher level) 6-months from release resulting in placement.	N/A	N/A	80%

***Department of Corrections Critical Incident List:***

- Alleged Maltreatment
- Assault-Resident on Resident
- Assault-Resident on Staff
- Assault-Staff on Resident
- Attempted Suicide
- Death-Other (Identify) \_\_\_\_\_
- Escape from a Secure Facility
- Fire
- Homicide
- Natural Disaster
- Riot/Disturbance
- Serious Infectious Disease
- Serious Resident Illness
- Serious Resident Injury
- Sexual Misconduct-Resident on Resident (mutual consent)
- Sexual Misconduct-Resident on Resident by Coercion
- Sexual Misconduct-Resident on Staff
- Sexual Misconduct-Staff on Resident
- Suicide
- Other (identify) \_\_\_\_\_

**TRI-COUNTY COMMUNITY CORRECTIONS  
OUTCOME PERFORMANCE**

<b>Program Name: Transition Program</b>
<b>Agency Vision:</b> To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.
<b>Program Mission:</b> To develop and provide services that will provide youth that have been placed in an out-of-home facility a better chance of successful reintegration into their home and community.
<b>Program Outcomes:</b> <ol style="list-style-type: none"> <li>1. Juveniles remain law-abiding while enrolled in Transition program.</li> <li>2. Juveniles will maintain improved school attendance.</li> <li>3. Juveniles will become reintegrated into their home and communities.</li> </ol>

Out-Come #	Indicators	Year 2017	Year 2018	
		Actual	Actual	Target
1	% of juveniles with no new delinquent offense while enrolled in the Transition program.	80%	68%	85% no new delinquent offenses
	% of juveniles with no new status offense while enrolled in the Transition program.	99%	96%	75% no new status offenses
2	Participants will have reduced rate of truancies.	100%	100%	90% will have a reduction
3	% of juveniles will not have out-of-home placement for 6-months following their graduation from transition.	N / A	N / A	80% no new placements

## TRI-COUNTY COMMUNITY CORRECTIONS OUTCOME PERFORMANCE

**Program Name: Aggression Replacement Training**

**Agency Vision:** To promote and to improve public safety in Norman, Polk and Red Lake Counties through a broad-based collaboration that includes public and private organizations and promotes Restorative Justice.

**Program Mission:** To provide education and support to violent offenders to help them identify, reduce and eliminate violent behaviors.

**Program Outcomes:**

1. Participants enrolled in the Aggression Replacement Training will learn the sequence of building anger.
2. Participants will learn a variety of skills that help them to interact with others.
3. Participants will learn that greater self control will mean greater personal power.
4. Participants will know how to identify and evaluate anger in themselves and others.
5. Participants will learn a variety of anger control techniques.

Out-Come #	Indicators	Year 2017	Year 2018	
		Actual	Actual	Target
1, 2, 3, 4, 5	% of participants completing group validated by testing their knowledge of anger control techniques through a "one-on-one" session at end of training.	100%	100%	80%
1, 4	% of participants that completed the "Anger Problems Checklist".	100%	100%	80%
2, 3	% of participants that completed the "Rambeck Sentence Completion" questionnaire.	100%	100%	80%