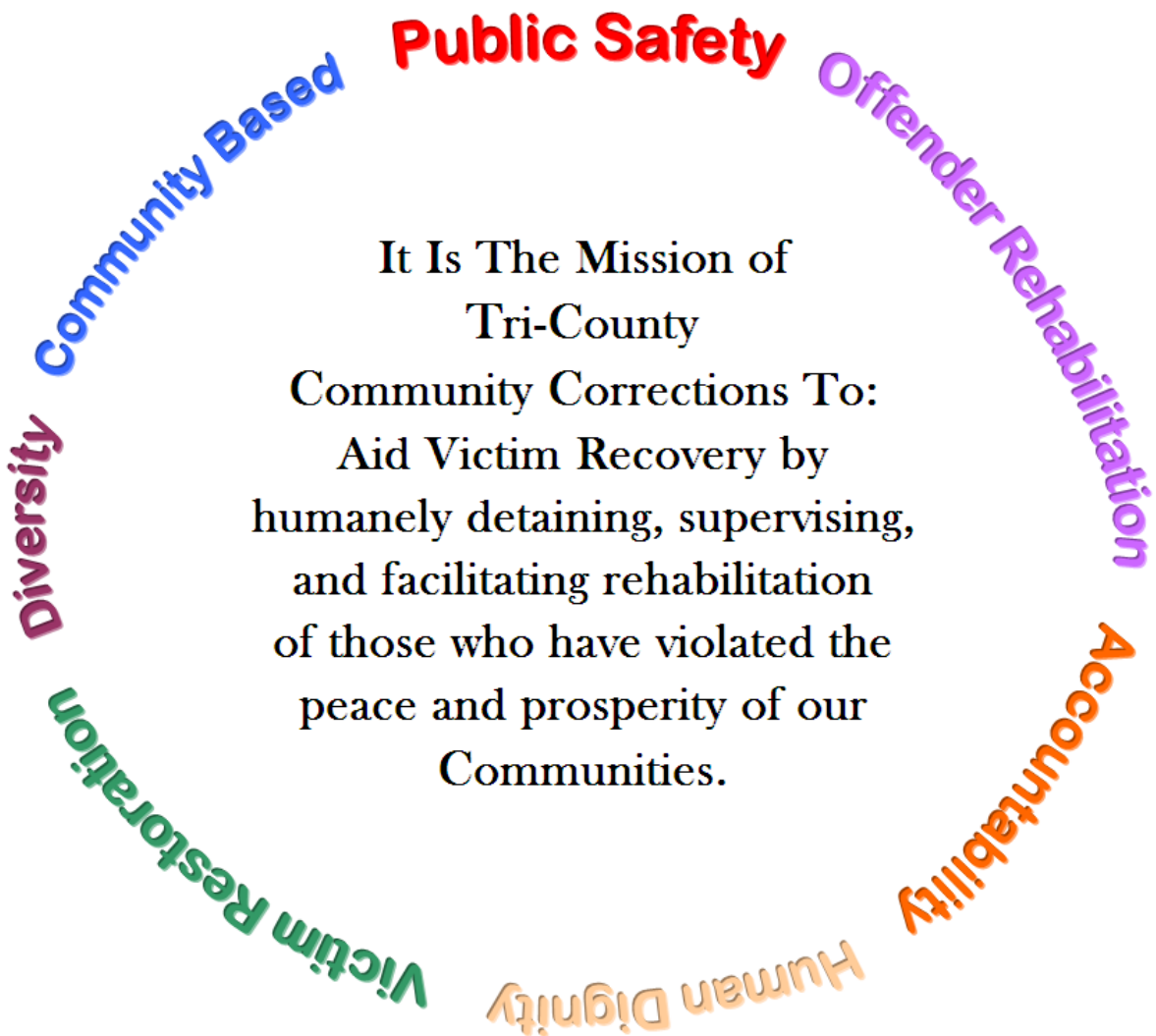




**COMPREHENSIVE
INTERIM PLAN
YR. 2021**



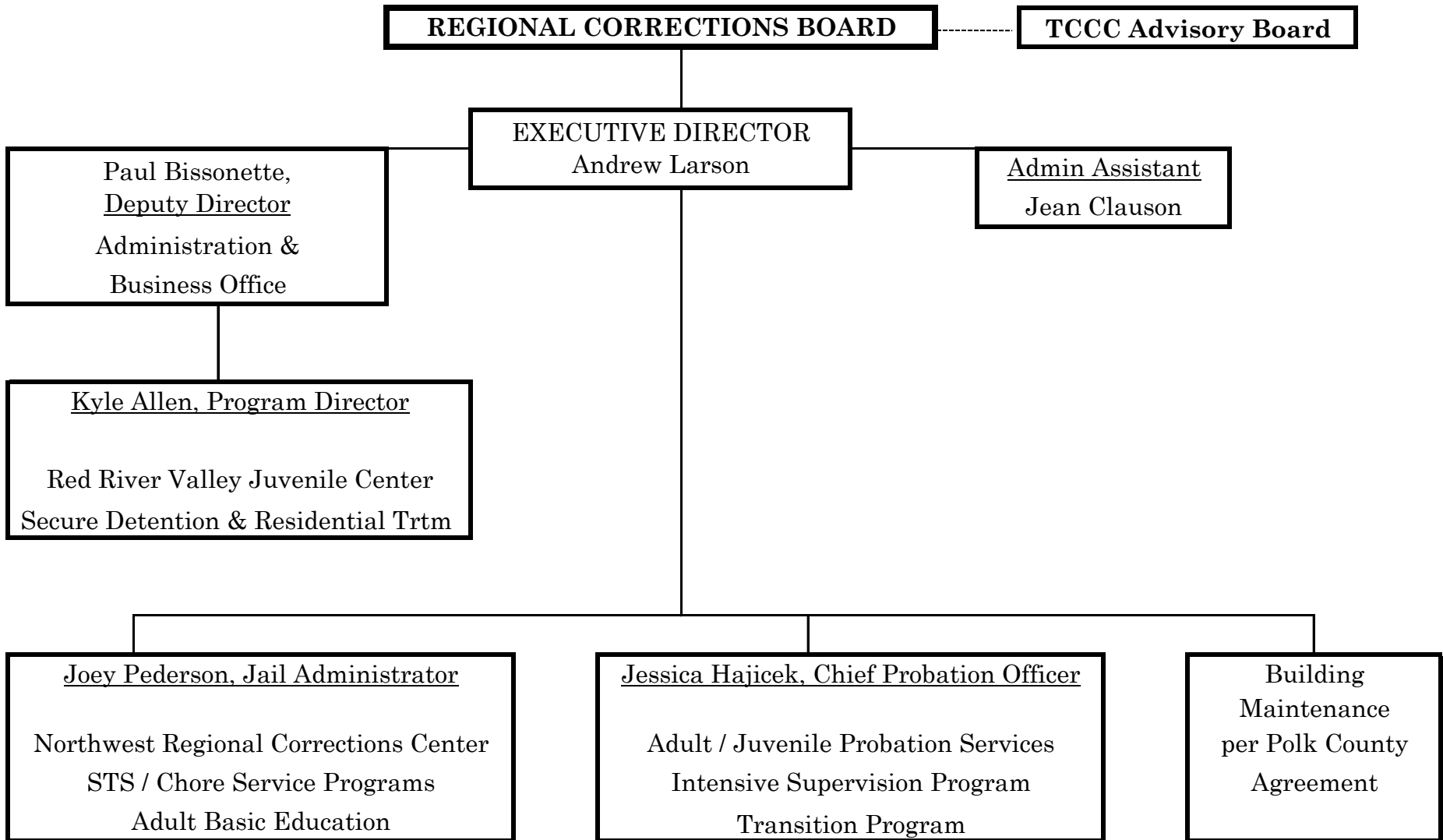
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TRI-COUNTY COMMUNITY CORRECTIONS
ORGANIZATIONAL CHART
JANUARY 11, 2021



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)

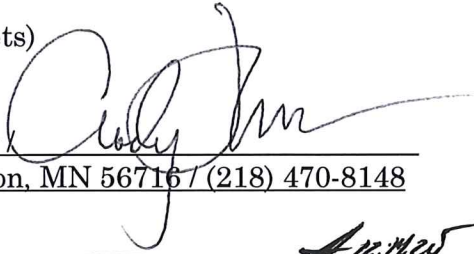
Application Period: January 1, 2021 to December 31, 2021

Original Proposed Budget:

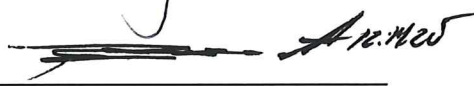
Department of Corrections	1,020,782
County Funding	8,882,969
Other Funding	510,088
TOTAL APPROPRIATION	10,413,839

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

Community Corrections Executive Director:

Name/Title/Signature: Andrew Larson / Executive Director 
Address/Telephone: 816 Marin Avenue, Suite 110, Crookston, MN 56716 / (218) 470-8148

Deputy Director:


Name/Title/Signature: Paul Bissonette / Deputy Director 
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 /  12/14/2020

Name/Title/Signature Ron Weiss, County Commissioner / 

Name/Title/Signature Don Diedrich, County Commissioner / 

Name/Title/Signature Steven Jacobson, County Commissioner /

Name/Title/Signature Delane Dudycha, County Commissioner / 

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

County/Group: NORMAN / POLK / RED LAKE

Budget Year: 2021

Consolidated Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				7,164,733
Service & Contractual				2,916,499
Travel				0
Training				44,291
Supplies & Materials				288,315
Capital Outlays				0
*Other Services (specify below)				0
Direct Budgeted Expenses				1,020,782
Use of State Institutions	0	0	0	0
Total Budgeted Expenses	1,020,782	8,882,969	510,088	10,413,839

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

20,416

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

143,117

2%

<i>For Internal Use Only:</i>	
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: 2021

Budget for Subsidy Program: Administration

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				457,924
Service & Contractual				219,358
Travel				
Training				
Supplies & Materials				24,680
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	90,828	533,504	77,630	701,962
Use of State Institutions				0
Total Budgeted Expenses	90,828	533,504	77,630	701,962

Budget for Subsidy Program: Training

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				
Service & Contractual				
Travel				
Training				44,291
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	20,416	23,875		44,291
Use of State Institutions				0
Total Budgeted Expenses	20,416	23,875	-	44,291

Budget for Subsidy Program: Adult Facilities

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				3,965,583
Service & Contractual				2,308,744
Travel				
Training				
Supplies & Materials				220,890
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses	0	6,286,313	208,904	6,495,217
Use of State Institutions				0
Total Budgeted Expenses	-	6,286,313	208,904	6,495,217

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

County/Group: NORMAN / POLK / RED LAKE

Budget Year: 2021

Budget for Subsidy Program: Adult Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,292,371
Service & Contractual				46,869
Travel				
Training				
Supplies & Materials				11,656
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				604,611
Use of State Institutions				0
Total Budgeted Expenses	604,611	674,465	71,820	1,350,896

Budget for Subsidy Program: Court & Field Services

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

Budget for Subsidy Program: Evaluation Services

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

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

County/Group: NORMAN / POLK / RED LAKE

Budget Year: 2021

Budget for Subsidy Program: Jail Programs

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

Budget for Subsidy Program: Juvenile Facilities

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				857,118
Service & Contractual				313,392
Travel				
Training				
Supplies & Materials				28,200
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				195,944
Use of State Institutions				0
Total Budgeted Expenses	195,944	984,430	18,337	1,198,711

Budget for Subsidy Program: Juvenile Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				457,127
Service & Contractual				16,536
Travel				
Training				
Supplies & Materials				2,889
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses				108,983
Use of State Institutions				0
Total Budgeted Expenses	108,983	367,570	-	476,553

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

County/Group: NORMAN / POLK / RED LAKE

Budget Year: 2021

Budget for Subsidy Program: Residential Programming

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

Budget for Subsidy Program: Non-Residential Programming

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

Budget for Subsidy Program: Parole Services

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

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

County/Group: NORMAN / POLK / RED LAKE

Budget Year: 2021

Budget for Subsidy Program: Probation Services

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

Budget for Subsidy Program: Service & Contractual

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

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

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				134,610
Service & Contractual				1,600
Travel				
Training				
Supplies & Materials				
Capital Outlays				
*Other Services (specify below)				
Direct Budgeted Expenses		2,813	133,397	136,210
Use of State Institutions				0
Total Budgeted Expenses	-	2,813	133,397	136,210

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

County/Group: NORMAN / POLK / RED LAKE

Budget Year: 2021

Budget for Subsidy Program: Supervised Release Services

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

Budget for Subsidy Program: Other- Use of Other Institutions

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL	
Personnel					
Service & Contractual					10,000
Travel					
Training					
Supplies & Materials					
Capital Outlays					
*Other Services (specify below)					
Direct Budgeted Expenses				0	10,000
Use of State Institutions				0	
Total Budgeted Expenses	-	10,000	-	10,000	

*OTHER SERVICES (FUNDING SOURCE SPECIFIED)		
Program Name	Description	Amount
Total		0

NOTES:

Tri-County Community Corrections

FTE Equivalencies by Program Areas Yr 2021

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	0.75							0.75
Administration	Administrative Assistant	1.00							1.00
Administration	Associate Accountant	0.75							0.75
Administration	Deputy Director	0.88							0.88
Administration	Executive Director	1.00							1.00
Canteen	Associate Accountant			0.25					0.25
RRVJC	Caseworker					1.00			1.00
RRVJC	Deputy Director					0.13			0.13
RRVJC	Program Director					1.00			1.00
RRVJC	Youth Counselor					9.66			9.66
Probation	Clerk II				3.13		0.50	0.25	3.88
Probation	Support Service Supervisor				0.75		0.25		1.00
Probation	Associate Agent				2.63			0.38	3.00
Probation	Probation Agent				6.00			1.00	7.00
Probation	Senior Probation Agent				2.00		1.00		3.00
Probation	Career Probation Agent				0.75			0.25	1.00

Tri-County Community Corrections

FTE Equivalencies by Program Areas Yr 2021

Division/Funding	Position	Administration	Training	Adult Facilities	Adult-Services	Juvenile Facilities	Juvenile Services	Specialty Court	Total
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 Aid			2.00					2.00
NWRCC	Clerk II			1.63					1.63
NWRCC	Corrections Officer			34.67					34.67
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
Transition & STAY Programs	Transition Worker				1.00		1.85		2.85
	TOTAL	4.38	0.00	48.55	18.56	11.79	4.10	2.08	89.45

TRI-COUNTY COMMUNITY CORRECTIONS

Salary Roster Yr 2021

Department - Personnel - Position

Regional Corrections Board

Strandell, Warren	Polk County Commissioner
Diedrich, Don	Polk County Commissioner
Bommersbach, Steve	Norman County Commissioner
Jacobson, Steve	Norman County Commissioner
Weiss, Ron	Red Lake County Commissioner
Dudycha, Delane	Red Lake County Commissioner

Administration

Larson, Andrew	Executive Director
Bissonette, Paul	Deputy Director
Clauson, Jean	Administrative Assistant
Erickson, Dorene	Administrative Accountant
Spencer, Erica	Associate Accountant

Probation

Hajicek, Jessica	Chief Probation Officer
Arnold, Dale	Deputy Chief Probation Officer
Larson, Lisa	Career Probation Agent
Aarestad, Jessica	Senior Probation Agent
Aarhus, Raelene	Probation Agent
Avelsgard, Kaytlin	Probation Agent
Chisholm, Ryan	Senior Probation Agent
Hendry, Melissa	Probation Agent
Melting, Nora	Probation Agent
Mutzenberger, Jake	Probation Agent
Schill, Justin	Senior Probation Agent
Schroeder, Paula	Senior Probation Agent
Volker, Scott	Probation Agent
Grabowski, Jessica	Associate Probation Agent
Macias, Daniel	Associate Probation Agent
Nicholas, Travis	Associate Probation Agent
Anderson, Lindsay	Support Services Supervisor
Benoit, Kristine	Clerk II
Cole, Denise	Clerk II
Storey, Teaunna	Clerk II
Sullivan, Jodi	Clerk II

TRI-COUNTY COMMUNITY CORRECTIONS
Salary Roster Yr 2021
Department - Personnel - Position

Red River Valley Juvenile Center

Allen, Kyle	Program Director
Noyes, Alina	Caseworker
Trevino Valdez, Gabriela	Youth Counselor
Hoffman, Donovan	Youth Counselor
Dillabough, Patricia	Youth Counselor
Chambers, Dallas	Youth Counselor
Forney, Joan	Youth Counselor
Thompson, Kalab	Youth Counselor
Boyum, Dianne	Youth Counselor - (Part-Time)
Schons, Jacob	Youth Counselor - (Part-Time)
Schraeder, Jason	Youth Counselor - (Part-Time)
Uken, Harvey	Youth Counselor - (Part-Time)
Weiss, Sara	Youth Counselor - (Part-Time)
Open	Youth Counselor - (Part-Time)

Transition Program

Bochow, Amanda	Transition Worker
Sabian, Heather	Transition Worker
Lyons, Brian	Transition Agent - STAY Program

Northwest Regional Corrections Center

Pederson, Joey	Jail Administrator
Schroeder, Phil	Lieutenant, Asst Jail Administrator
Barstad, Catherine	Correctional Sergeant
Cymbaluk, Troy	Correctional Sergeant
Goering, Chuck	Correctional Sergeant
Johnson, Chad	Correctional Sergeant
Olson, Matt	Correctional Sergeant
Magsam, Craig	Transportation Officer
Plante, Joshua	Classification Officer
Edevold, Loren	Correctional Corporal
Hoeffner, Shauna	Correctional Corporal
Marshall, Matt	Correctional Corporal
Moran, Judy	Correctional Corporal
Becks, Matthew	Corrections Officer
Bergh, Dylan	Corrections Officer
Clark, Taylor	Corrections Officer

TRI-COUNTY COMMUNITY CORRECTIONS

Salary Roster Yr 2021

Department - Personnel - Position

Cordes, Hannah	Corrections Officer
Cordova, Ashley	Corrections Officer
Cortez, Sandy	Corrections Officer
Dykhoff, Alysha	Corrections Officer
Fillion, Ricky	Corrections Officer
Fischer, Alexander	Corrections Officer
Grier, Jasmine	Corrections Officer
Gullekson, Guy	Corrections Officer
Gunderson, Scott	Corrections Officer
Ingle, Timothy	Corrections Officer
Jansen, Kyle	Corrections Officer
Kariuki, Vicki	Corrections Officer
Kaste, Kelvin	Corrections Officer
Lanctot, Jason	Corrections Officer
Ottinger, Douglas	Corrections Officer
Peterson, Douglas	Corrections Officer
Stordahl, Candace	Corrections Officer
Stubbe, Benjamin	Corrections Officer
Taylor, Dylan	Corrections Officer
Thompson, Nicolee	Corrections Officer
Tinkham, Lance	Corrections Officer
Wiese, Joshua	Corrections Officer
Open	Corrections Officer
Delgado, Richie	Corrections Officer (Part-Time)
Lax, Jennifer	Corrections Officer (Part-Time)
Olson, Michelle	Corrections Officer (Part-Time)
Donnay, Samantha	Corrections Officer (Part-Time)
Arvidson, LaRayne	Program Coordinator
Drinkman, Kalie	Correctional Case Aide
Enright, Jeremy	Correctional Case Aide
Hitchen, Arika	Clerk II
Hogenson, Shawn	Clerk II

Adult Basic Education

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

Sentence To Serve

Dale, Dan	STS/Chore Services Crew Leader
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NARRATIVE REPORT

Year 2020 has been a year of unprecedented challenges across all branches of Tri-County Community Corrections (TCCC) which has tested the resolve of staff at all levels of the agency. Thanks to the hard work, adaptability and resolve of agency staff, it is the belief that quality services continued to be delivered in a manner which helped to ensure that public safety was maintained and that efforts to address the needs of the populations which we serve were continued.

Strategies which have been implemented and are identified within this Comprehensive Plan update will continue to be utilized to increase efficiencies and maximize the effectiveness of service delivery across all departments.

Pandemic Planning and Response

Since early in 2020, countless hours have been devoted to developing and modifying protocols across all departments to respond to the COVID-19 pandemic. In addition to agency-wide response strategies, TCCC Administration initiated regular meetings with criminal justice stakeholders intended to create a dialogue and develop a coordinated response to better manage the many unknowns associated with this once-in-a-century event.

Because of the risks of introducing a highly contagious virus into a correctional environment (classified as a congregate care setting), numerous safeguards and housing adjustments have been implemented and tweaked since March of 2020. Northwest Regional Corrections Center (NWRCC) Administration, in consultation with Polk County Public Health, implemented a screening process, new admission quarantine protocol and testing regiment to limit the likelihood of the virus being introduced into the large 60-bed housing units.

The screening protocol is conducted to identify new admissions who exhibit objective symptoms of COVID-19 or self-report contacts with others which necessitates immediate isolation. Inmates who do not display objective symptoms and do not require close contact separation are placed into a 14-day quarantine with limited access to other inmates, staff and shared dayroom spaces. Inmates in the new admission quarantine are tested twice (day seven and twelve of their incarceration) to rule out COVID-19. If an inmate receives two negative tests, they are eligible for movement to a general population housing unit.

In addition to changes in how inmates are screened and housed, additional modifications have been implemented to mitigate the risk of infection. Jail staff are required to wear high-filtration masks (KN-95) while within the facility and all inmates are provided with cloth masks and are encouraged to maintain social distancing whenever possible.

Expanded cleaning and disinfecting protocols have been implemented throughout the facility and an increased reliance on technology for everything from Court appearances and mental health appointments to volunteer led programming has been seen.

Much like the jail, risks at the Red River Valley Juvenile Center (RRVJC) are heightened due to the congregate nature of the facility. While the overall numbers are much smaller at the RRVJC, the challenges are magnified because of the physical space limitations which exist and limit isolation and quarantine options.

The challenges are most prevalent on the residential side of the RRVJC due to the need to maintain unlocked doors and shared bathroom spaces. Despite the challenges, both staff and residents have adapted well and are mindful of the need to maintain social distancing.

Furnishing adjustments have been implemented in living areas, eating spaces, program spaces and staff work areas to allow for social distancing and increased use of barriers to minimize potential viral spread.

The RRVJC initiated screening and housing protocols to identify potential carriers and limit the risk of spread to others. In an effort to limit the amount of time that a resident is required to be quarantined or isolated, which can frequently exacerbate prior trauma among the residents, all new admissions are tested by nursing staff within a couple of days of admission and then placed in a soft quarantine status until the test results are received, which is typically a couple of days.

To minimize the punitive feel of the soft quarantine, residents are provided with expanded entertainment options such as electronic tablets with scaled back and age appropriate content which they can use to help pass the time.

While much of the attention during the pandemic has been devoted to continued management of the NWRCC and RRVJC, several safeguards have also been implemented within the Probation Department.

The safeguards have been intended to allow for continued contact with offenders while minimizing the risk to both Agents as well as the people with whom we work in the community. Agents have been provided with direction on Personal Protective Equipment (PPE) requirements based upon the offender's self-report of symptoms and/or close contacts. Plexiglass shields have been installed in all interview rooms and meeting spaces and enhanced disinfecting protocols and access to sanitation supplies is available to both staff and offenders.

Recognizing the crucial role that Probation staff play in public safety and the stability and coping response that they can provide to offenders in these very unstable times, a concerted effort was made relatively early in the pandemic planning to reinstitute face-to-face contact between agents and clients. I can proudly say that Tri-County Community Corrections agents and staff have maintained contact with those under supervision at much higher frequencies than many jurisdictions within the state and the region in general.

While traditional meeting methods, such as face-to-face meetings, had to be suspended during the months of April and May, meetings were regularly held via Zoom or other on-line meeting platforms. Face-to-face meetings resumed for most people under supervision in June 2020 and it is anticipated that programming will resume in January 2021.

Northwest Regional Corrections Center (NWRCC) Staffing Analysis

A comprehensive staffing analysis was conducted by NWRCC Administration in early 2020 in response to the DOC Inspection report which was completed in November 2019. The DOC Inspector noted that due to a steady increase in population and operational changes, the staffing levels needed to be reviewed and increased to be in compliance with state standards.

The staffing analysis was completed utilizing a nationally recognized model developed by the National Institute of Corrections. The staffing analysis included a review of workload increases within the facility across several areas such as bookings, classifications, disciplinary violations and work release.

In addition to evaluating workload, the analysis also accounts for time that staff miss due to vacation, sick leave, training and military leave so that net annual work hours for each post within the facility can be accurately determined.

The Regional Corrections Board approved the addition of 2.28 FTE (Full-Time Equivalents) to the current NWRCC staffing levels. The added staff allowed for an additional Corrections Officer during the overnight hours so that one Corrections Officer was no longer responsible for conducting well-being checks in two housing units.

In addition to the added officer during the overnight hours, hours have been devoted to expanding and modifying the current inmate recreation program. Due to staff shortages and turnover, officers being scheduled for recreation were frequently being pulled from the recreation post in order to cover other mandated posts within the facility. This practice resulted in recreational opportunities being missed or significantly shortened nearly 50% of the time.

Recruitment efforts for the increased staffing complement began in April 2020. The timing of the new positions in combination with new resignations and the increase in staff absences connected to the pandemic resulted in challenging staffing scenarios being encountered.

Significant challenges began in the summer months and lasted well into the fall and early winter with the apex being encountered in November when crisis staffing strategies were developed. The crisis staffing strategies included training of Probation Agents with jail/prison experience in the completion of well-being checks and basic emergency procedures in the event that staff shortages necessitated probation staff working during overnight lock-down hours.

Significant improvements in community positivity rates and recent strong candidate pools have finally allowed for stability within the staffing ranks of the jail. While the crisis staffing did not need to be implemented, the willingness of agency staff to assist departments other than their own highlights the extra efforts which have been given by staff throughout the pandemic.

Successful Transition to Adulthood for Youth (STAY) Program

TCCC, in coordination with Social Service agencies in Region 1 of NW Minnesota, applied for “Big Idea” funds through the Minnesota Department of Health to start a new program intended to target youth who are at risk of homelessness as they age out of the foster care system.

The Successful Transition to Adulthood for Youth (STAY) Program was developed to fill a gap in services across the entire region for adolescents who are transitioning from foster care to living on their own but are in need of additional support.

TCCC was contacted by Polk County Social Services and asked to provide the contracted services in the form of a Transition Agent to coordinate delivery of services to youth referred to this program. TCCC has long operated the Transition Program to work with youth who are at risk of out-of-home placement and it was believed that the foundational principles and many of the services would serve the adolescents in need of STAY Program services well.

A benefit of TCCC’s involvement in this role is the existence of a deep knowledge of resources in and around the area which accompanies an existing history with many of the adolescents who may be referred to the program.

The Transition Agent receives referrals from Social Service agencies across Region 1, which includes the counties of Kittson, Marshall, Norman, Pennington, Polk, Red Lake and Roseau, for an adolescent who meets program requirements. Program requirements for the STAY Program include having been in an out-of-home placement after the age of 14 for at least 30 consecutive days.

The Transition Agent works closely with the Social Worker and/or Probation Agent to develop and follow-through with an independent living plan. The overarching objective for this program is to work with youth to become not only self-sufficient through the acquisition of employment, meeting educational needs and obtaining suitable living arrangements, but equally important is the need to help the adolescent make permanent connections to supportive adults who can be relied upon for assistance.

The STAY Program makes discretionary funds available to assist with damage deposits, first month’s rent, furnishings, cookware and driver’s license fees.

Technology

Prior to the pandemic, TCCC has been attempting to expand the utilization of technology to simplify and streamline work processes. Whether it was foresight or just pure dumb luck, these efforts allowed for a more rapid response once it was evidenced that technological capabilities would play a large role in better managing the workforce and maintaining offender contact during the pandemic.

In January 2020, Tri-County Community Corrections entered into a contract with Midwest Monitoring to install an alcohol testing kiosk in the night lobby of the Polk County Justice Center. This testing kiosk allows for automated testing of probationers in the community in addition to inmates returning from pass or work release. The advantage of the kiosk is that the testing can now occur at any hour of the day or night and does not require agency staff to administer the test.

People registered for use of the kiosk will receive a text message notification to report for testing during a specified time frame. Probationers will then have a window of time to complete their test to be in compliance with testing requirements. A report of the test and results will be immediately forwarded to the Probation Agent or jail staff who can initiate immediate follow-up if necessary.

To address any attempts to manipulate the test, multiple safeguards are in place which include video surveillance of the testing area along with a video of the actual test completion itself. In addition to alcohol testing, the kiosk will also be utilized to implement a random urinalysis notification program along with periodic reporting for low-risk probationers within the community.

Because of the need for Probation Agents to have greater mobility for documenting case contacts and accessing needed records and software programs, TCCC began the process of replacing desktop computers with laptop computers four years ago. The movement to laptop computers allowed agents to quickly modify their supervision practices to utilize Zoom and/or WebEx video platforms in place of face-to-face meetings during the initial months of the pandemic.

While certainly not as valuable as the traditional face-to-face meetings, video meetings did provide agents and offenders with a more useful meeting format than would likely be accomplished through simple telephone check-ins.

The movement towards technology also allowed both the NWRCC and RRVJC to reap significant benefits. Technology was relied upon heavily for the many mental health appointments that could no longer be safely accomplished via in-person consultations. Both the NWRCC and RRVJC began to expand the use of ITV meetings for offenders and residents due to meeting space shortages which were being encountered prior to the pandemic.

The move towards technology was expanded significantly to allow for Court hearings to be conducted via ITV for all in-custody persons beginning in March. The quick adaptation to virtual Court hearings allowed for the backlog of Court cases for in-custody persons to be minimized.

Technology has also been utilized to allow for the continuation of volunteer led programs and services which are essential within the jail. Volunteers are now able to regularly conduct their groups from an off-site location rather than having to enter the jail.

This adjustment has benefits for both the jail and inmates but also the volunteers. Volunteers no longer need to enter the jail to provide their valuable services, thereby reducing the likelihood of the virus being introduced into the jail. An additional benefit is that volunteers are no longer inconvenienced by the travel to the jail to only have inmates back-out of attending and programs be cancelled at the last minute.

While it is not the intent for technology to completely replace traditional in-person volunteer led services, it is the desire that technology will be able to supplement in-person services and provide greater opportunities for expanded volunteer utilization.

Recidivism Reduction Grant Activities

TCCC has implemented grant activities through a Recidivism Reduction Grant made available through the Minnesota Office of Justice Programs since 2018. While some grant activities will be ending at the conclusion of the grant (currently slated for the first quarter of 2021 thanks to an extension) many grant initiated activities will be continued.

Recognizing the need and benefits of having a specialized caseload for high-risk female offenders, restructuring of caseloads within the Probation Department will occur to allow for the continuation of specialized supervision and gender specific risk/needs assessment and programming.

Some grant activities will also be continued in the jail, though likely not in the same volume as seen during the grant due to an inability to secure the full amount of needed funding.

Mental Health services will be expanded significantly from pre-grant levels. The expanded access to Mental Health services in the form of counseling and expedited access to continued services upon their release has been identified as a significant need area in consultation with jail staff, mental health staff and the offenders who have accessed services.

In addition to the expanded access to Mental Health services, a more purposeful screening process and information sharing between security staff, mental health staff, nursing staff and program staff in the form of bi-weekly meetings will be maintained to better coordinate services for inmates who would benefit.

PROGRAM DESCRIPTIONS

Community Supervision Services / Probation:

Specialized Supervision

With a Recidivism Reduction grant received in 2018, the TCCC Probation Department created an agent position to supervise and case plan with female offenders that met the criteria of medium to high risk and needs based upon the risk, needs and responsivity principal. Women are supervised according to the outcome of their risk assessment using a gender specific tool known as the Women's Risk Needs Assessment (WRNA).

Agents and offenders participate in case plan development that specifically targets the needs and responsivity factors of each woman. Program participants are provided with cognitive behavioral interventions utilizing Moving On during the course of their supervision.

In addition to the current program offerings, plans are being developed to incorporate Beyond Trauma curriculum early in 2021. The Beyond Trauma curriculum is a clinically research-based curriculum designed to help women recover from the effects of trauma in their lives.

We continue to recognize a need to focus efforts on women involved in the criminal justice system and that are placed on supervision. We will continue with the same practices and model that was initially developed and continue having an agent who supervises this gender specific caseload.

Pandemic Changes

COVID-19 played a major role in trainings, supervision and overall operations of the probation department. Agents have been able to complete training opportunities via web-based platforms. Trainings have included the DOC Agent Academy and Sex Offender Supervision Training; trainings offered by the National Institute of Corrections among many others. Agents who are trainers within the department have been able to assist in some of those trainings such as Carey Guides, Motivational Interviewing and LS/CMI booster.

Cognitive Behavioral Groups such as Moving On and Thinking For a Change that were being held in the beginning of the year were put on hold due to the pandemic. With the increased use in technology, we have transformed Thinking For a Change to occur via Zoom in January 2021. Moving On will still be held as an in-person group, with a group size being limited to less than seven females to allow for social distancing and following safety protocols.

Developing and executing these trainings and groups that are more effective in person has taken a lot of time and creativity to prepare and teach but also has allowed agents to continue with their growth and development. We will continue to explore ways we can deliver quality training and group programming as we fast approach the one-year mark of the pandemic.

Specialty Court

In August 2020, TCCC received notice that the DWI Court Program Grant was re-funded for another year. We continue to see a need for this specialized supervision in our counties.

This grant provides supervision of DWI Court participants with an unchanged 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 as well as completing a Risk and Needs Triage (RANT). This screening tool is designed to match the prognostic-risk and criminogenic needs of defendants with substance use disorders.

The application and assessment are 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.

Alcohol-Testing Kiosk

TCCC Probation Department implemented the AB Kiosk in order to dedicate more resources and time to higher risk offenders. The kiosk is a machine that is un-manned and located in the Polk County Justice Center, easily assessable to those on supervision. The kiosk is being used to supervise low risk offenders who are able to check in within a period of time and update information or provide a breathalyzer without seeing a probation officer. A camera located on the kiosk confirms the identity of the offender.

Another security measure, the offender will log into the system using their fingerprint. The information reported and the results of a breathalyzer is submitted to a probation officer who is then able to confirm whether or not the offender attended the appointment and update any information. If a breathalyzer test is positive, the probation officer will receive notification via email right away so they can act on it.

Right now, the AB Kiosk is being utilized to supervise low risk offenders as well as providing notification via text message to DWI Court participants to come in and provide a breathalyzer test. Probation officers who manage the kiosk are responsible for inputting offender information, formulating the check in questions and scheduling testing. We are hoping to expand the use of the kiosk in the coming year to start scheduling random drug testing with all levels of supervision.

Departmental Restructuring

As part of the 2021 budget development process it was decided that due to the uncertain budgetary circumstances attributed to COVID-19 a full-time agent position would not be filled for the 2021 year. This will affect the probation department but will allow for some restructuring to come in the next year. We will be looking at caseload sizes and demographics as well as some position transformations.

Associate Probation Agents currently supervise low risk offenders while also completing probation intakes and supervision transfers. While not finalized, one of the restructuring concepts that is being evaluated is putting probation agents into all supervisory categories which will include supervision of all low, medium and high-risk offenders. Probation agents would also complete all intakes and transfers that are needed.

The Associate Agent position would be redesigned to be more of a supportive capacity which would include completing bail studies, pre-sentence investigations and sentencing guidelines worksheets.

Transition Program

At the beginning of 2020, the Transition Program was seeing significant increases in referrals, however, numbers plummeted with the shutdown of schools due to the COVID-19 pandemic. It is anticipated the Transition Program will be utilized heavily once school resumes normal operations and at-risk youth begin to come into contact with teachers and other mandated reporters.

The two Transition staff members were trained in Decision Points and planned to start doing these groups weekly in two area communities in April 2020. Due to COVID-19 these groups were put on hold and will be re-evaluated in 2021.

Transition staff were also trained in teaching the Love and Logic program, a curriculum designed to be taught to parents to help achieve and maintain healthy relationships with their children. These groups were also scheduled to start in correlation with Decision Points groups but was postponed due to the pandemic and will be reevaluated in 2021 as well.

TCCC partnered with Polk County Social Services in applying for a Successful Transition to Adulthood for Youth (STAY) grant. This grant was awarded in October 2019 and TCCC assumed the role of hiring another Transition Agent to fill this full-time position. The STAY grant covers youth in Region 1 in Minnesota which includes the counties of Polk, Norman, Red Lake, Marshall, Pennington, Roseau and Kittson Counties.

This position was officially hired in January 2020 and bears many similarities to the current Transition Worker position. Differences in this include the STAY Transitions Agent working with youth up to the age of 23, whereas Transition Workers work with youth up to the age of 18.

For youth to qualify for the STAY Program they must have been in an out of home placement after the age of 14 for at least 30 consecutive days. Referrals are made by social workers or probation agents and they must have an independent living plan.

The overall objective for this program is to assist youth in becoming self-sufficient while increasing skills and permanent connections. Some of the key areas focused on by this position are preventing homelessness or incarceration, providing 1:1 or group independent living skills, assist with education and employment goals and any other goals the youth may have to increase their likelihood for a successful transition to adult hood.

Red River Valley Juvenile Center:

Video Visitation

The RRVJC has significantly increased the utilization of video visitation over the past eight months due to limitations placed on in person visitation. With the use of the video visitation system, residents are receiving more visitation than prior years. This has allowed residents to have a more personal visit than a phone call as they can see their family members and still experience and participate in family events such as birthday parties and other special occasions. Family virtual visits are provided at no cost to residents or their families when set up by the agency.

Evidence Based Practices Implementation

A concerted effort is being made at the RRVJC to expand the use of evidence-based practices. With the transition of a new caseworker in the facility, we were able to utilize the DOC Agent Academy to train the new caseworker in Motivational Interviewing I and II, Core Correctional Practices during 2020 and YLS/CMI, Case Planning and Carey Guides will be completed in early 2021.

Using validated risk assessments and targeted case planning, we plan to be more targeted in our intervention strategies to address identified risks in an effort to reduce risk behaviors for the residents we serve.

The RRVJC recently received licenses for electronic Carey Guides, BITS and Tools on Devices (TOD) to provide person center approaches to programming. The use of Carey Guides and Tools on Devices in conjunction with Decisions Points will allow for a more tailored approach to addressing the needs of youth as opposed to the more cookie-cutter programs which have been utilized in the past.

Programming

Decision Points was implemented within the facility in 2019 and has been utilized for all residents to provide a cognitive behavioral therapy program to assist in reducing risk behaviors upon release.

During 2021 the core behavioral program which is used as the basis for a program placement will be re-evaluated with a greater emphasis on being a more person-centered approach.

Due to limited numbers of program residents housed at the RRVJC at one time, it makes it difficult to complete closed group programming due to the loss of fidelity in program implementation that occurs when too many changes are made to accommodate the fluctuations in population.

Expanded Footprint

An effort to expand our footprint outside of our local area continues to pay dividends. We are seeing an increase of non-member agencies utilizing the facility for behavioral evaluations and programming. We are also seeing an increase in non-secure detention holds for social services agencies throughout NW Minnesota.

Expanded Technology Usage

RRVJC has purchased tablets for resident usage during the past year. This was done to assist residents in attending appointments due to the Covid-19 pandemic as many providers transitioned to telehealth.

The tablets are also used to assist with programming and as a tool to promote positive behavior in residents. With the addition of an admission quarantine due to Covid-19, the tablets have served as an invaluable behavioral management tool to promote good behavior while waiting to be released from admission quarantine.

Resident Admission Quarantine

Due to the Covid-19 pandemic, the RRVJC has initiated a quarantine period for all new admissions to the facility. All new residents are screened upon admission to the facility and either placed in quarantine if not symptomatic, or isolation if they are symptomatic for Covid-19.

Residents are tested by the facility nurse for Covid-19 and released from quarantine if they test negative. Symptomatic residents require two negative tests to be released from isolation.

All residents are required to wear face coverings within the facility. All new admission residents wear surgical masks until cleared by the nurse. All residents who have been cleared wear cloth face coverings.

Northwest Regional Corrections Center:

Population Trend and COVID-19 Impact

Because of the COVID-19 Pandemic, the average daily population at the Northwest Regional Corrections Center (NWRCC) declined significantly. While all data is not yet accounted for, it is anticipated that the average daily population for the 2020 calendar year will be approximately 20% lower than the 2019 calendar year.

The reduction in population did not equate to a reduction in workload or stress due to the need to constantly implement and modify practices as information regarding separation and testing protocols changed regularly, especially during the early months of the pandemic.

The global pandemic challenged the creative muscle of NWRCC staff as attempts to manage the virus had to be balanced against the need to maintain operations all while minimizing operational disruptions as much as possible. Many of the programs and services which are routinely taken for granted, such as work release availability for under sentence offenders as well as volunteer led programming, had to be significantly modified or suspended to limit the risk of introducing the virus to an already at-risk population.

Safeguards in the form of intake isolation, staff and inmate mask wearing and screening and testing of new admissions has resulted in relatively manageable numbers of positive COVID cases within the jail among the inmate population.

Managing the unexpected staff impact which was associated with the pandemic was more challenging than anticipated. Already struggling with staff shortages and high turnover in recent years, the staff shortages associated with long-term quarantine or isolation requirements resulted in significant overtime hours for many staff.

While the extra income may be a positive, the additional wear and tear on already mentally and physically fatigued staff created significant concerns of staff burnout. Thankfully, the bulk of the staffing impact was limited to a two-month period of time where COVID positivity rates within the community were extremely high.

In recognition of the wear and tear that many staff were dealing with during these unprecedented times, community partners coordinated the delivery of COVID care packages to corrections staff as a token of appreciation for the work that is done by the men and women within the local corrections field.

Staffing Challenges

As has been the case for the last five years, the NWRCC has continued to struggle in its efforts to recruit and retain staff. The requirements of working in a Correctional environment, in combination with schedules which frequently require overnight, and weekend shifts has resulted in a steady “churn” of employees despite wages which are competitive with other Correctional facilities in the region.

The 2020 calendar year brought twenty-two new hires into the Corrections Officer and Program Staff ranks within the NWRCC. Unfortunately, 2020 also saw nineteen resignations of corrections staff. The high volume of turnover places significant challenges on operations due to the need to provide quality training for new employees, which results in additional work for staff at all levels of the NWRCC, along with the disruption in staff continuity that is seen. There is no evidence which suggests that the trends of high staff turnover will be changing any time in the foreseeable future.

Recidivism Reduction Grant Activities

Recidivism Reduction grant activities were significantly disrupted in 2020 due to the pandemic. Many of the expanded counseling and care coordination services which had been provided in-person at the start of the year had to be moved to an ITV model or completely discontinued.

The Northwestern Mental Health Center (NWMHC), a local community mental health provider, suffered significant personnel cuts due to impacts in their ability to provide services which lowered anticipated revenue. The personnel cuts resulted in the need to scale back many of the progressive programs and services which the NWMHC was providing, including jail services in the form of Care Coordination and some offender programming.

Despite these cuts, expanded services (albeit somewhat scaled back) are still being provided primarily in the form of access to counseling services. While the grant will be coming to an end in the first quarter of 2021, expanded mental health services will continue as funding was secured during the 2021 budget process to continue with these expanded services.

Securus Tablet Implementation

TCCC expanded contract services with Securus Technology, the current NWRCC inmate phone and video visitation provider, to include two additional services which will be implemented in early 2021.

SecureView Tablets will be implemented within all eligible housing units during the first quarter of 2021 and will be available to inmates who meet classification criteria at no cost. The tablets can be utilized for accessing educational materials, placing calls and visiting, accessing mental health materials, completing forms in addition to having entertainment value thanks to low or no-cost books and movies.

Facilities which have implemented similar products have indicated that the behavior management value of expanding inmate access to this type of technology is immeasurable. In addition to the no-cost services described above, inmates have the option to “reserve” tablets which will expand their ability to maintain access to specific tablets and expand access to content by paying a monthly fee.

With the implementation of tablets, the NWRCC will also move towards electronic delivery of all incoming inmate correspondence which will be viewed through the tablet. This move will significantly improve record keeping and search capabilities in addition to limiting the potential for inmate mail to be utilized for purposes of introducing contraband.

As mail is delivered to the NWRCC, the mail will be scanned into a data base which the inmates can access through the use of the tablets. The electronic copy of the correspondence will remain accessible to the inmate throughout the duration of their incarceration. This advanced mail delivery platform will allow for searches of mail to easily be conducted which will significantly enhance investigation capabilities.

**TRI-COUNTY COMMUNITY CORRECTIONS
PROGRESS REPORT ON STRATEGIC PLANNING
YEAR 2021**

Tri-County Community Corrections (TCCC) continues to work towards implementation and monitoring of the objectives identified in the strategic plan. Progress has been made in training staff in evidence-based practices across all departments with an emphasis placed on the training to staff in Probation Agent and/or Casework roles.

TCCC continues to utilize the training academy for training Probation and Casework staff. In addition to sending staff to receive training, TCCC has committed to providing training resources to the Academy in the form of certified trainers in Motivational Interviewing (MI), LS/CMI and Carey Guides.

No significant changes or revisions were made to the strategic plan previously submitted. Many of the measures which were newly implemented, such as expanded case audits and MI tape scoring, were temporarily suspended due to operational challenges being encountered within the Probation Department due to the COVID pandemic and staffing adjustments.

TCCC remains committed to gathering and utilizing data to guide and drive decision making, though these efforts were negatively impacted during the 2020 calendar year as significant effort and energy was devoted to responding to the COVID-19 pandemic. Renewed efforts to gather data and evaluate trends for purposes of maximizing operational effectiveness will be a priority in 2021.

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/departmental 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 caseloads.
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 measured across all departments and operations are evaluated. Outcome measures have been updated to better measure meaningful progress towards achievement of goals and objectives.
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.	88.89% completed in Year 2020
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.	Agents collectively score 80%+ on Effective Alliance exercises.	Agent documented that they discussed role/relationship with 75 of 85 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. Agents collectively score 80%+ on Effective Alliance exercises.	11 of 15 staff have been trained in Effective Alliance All staff to be trained in 2021
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.	**Delayed due to Coronavirus COVID-19 Pandemic**

Phase 2: EBP Implementation with Quality Improvement Measures.

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

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OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
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.	<p>Case Audit Conducted:</p> <p>2018 - <4 years exp.</p> <p>2020 – All agents minus senior and career agents to have case audits conducted.</p>	5 case audits completed in 2020

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.

OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
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 zero MINA traits.	33% of scored tapes reflect zero MINA traits.
Provide training for staff on MI I and MI II by certified trainers.	Probation Agents & 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.	3 of 3 Associate Agents (100%) trained in MI I & MI II. 12 of 12 Agents (100%) trained in MI I. 12 of 12 Agents (100%) trained in MI II.

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.

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OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
Establish supervisory expectations for coaching and evaluating staff.	<p>All Agents to submit tape for coding on a yearly basis.</p> <p>Calendar developed for tape submission.</p> <p>Agents rating below “Fair” on the MITI basic competence and proficiency thresholds for clinicians to submit tapes semi-annually.</p>	<p>100% of targeted delivery staff have submitted a tape for MITI coding according to calendar.</p> <p>100% of scored tapes rated as “Good” on the MITI basic competence and proficiency thresholds for clinicians:</p>	<p>0% of targeted delivery (0 of 12) staff have submitted a tape for MITI coding according to calendar.</p> <p>0% of scored tapes rated as “Good” on the MITI basic competence and proficiency thresholds for clinicians:</p>
Continue applied skill practice and feedback in order to retain MI skills.	Communities of Practice sessions to be conducted monthly.	<p>Relational – 4</p> <p>Technical – 4</p> <p>Complex Reflections – 50%</p> <p>Reflection to Question Ration: 2:1</p>	<p>Relational – 4</p> <p>Technical – 4</p> <p>Complex Reflections – 50%</p> <p>Reflection to Question Ration: 2:1</p>

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

Due to COVID-19 no motivational interviewing tapes were submitted in 2020. A new agent schedule was developed for 2021. This schedule also includes Associate Agents as they have also completed motivational interviewing.

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><u>Agency Standard</u></p> <p>#1: LS/CMI on all offenders within 30-days of Intake.</p>	100% of LS/CMI or YLS target population audited	Unable to duplicate original stat methodology.
Implement an initial criminogenic risk/needs assessment on targeted cases.	<p>139 of 140 = 99% (*)</p> <p>#2: LS/CMI updated annually.</p> <p>570 of 720 offenders with current LS/CMI 79% (*)</p> <p><i>*Figures as of 07-01-2018</i></p>	<p>had the tool completed at PSI or upon Intake.</p> <p>100% of LS/CMI or YLS updated annually.</p>	
A pre-screening tool is utilized on clients who otherwise would not receive an initial risk/needs assessment.	Not applicable as of July 01, 2018.	Not applicable as of July 01, 2018.	Pre-screens are being done in the jail using the Hennepin Pre-screen, as part of the Recidivism Reduction Grant.
Persons yielding a high score are referred for a full assessment.	Full risk assessment completed on all supervised offenders.	Full risk assessment completed on all supervised offenders.	<p><u>388</u> in 2019 <u>38</u> in 2020</p>
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>		Trailer assessments are conducted, but not yet tracked.

Phase 2: EBP Implementation with Quality Improvement Measures.

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

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OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
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.	LS/CMI scores determine supervision level. 0-9 Semi-Annual 10-18 Group Reporting 19-25 Reporting Center 26-35 High Risk 36+ ISP	100% of targeted staff are evaluated by an inter-rater reliability method in their scoring of risk/need assessment tools.	Case audit process has been developed, but no benchmarks established.
Professional override decisions are limited to exceptional situations.	Risk assessment over-ride rate at 7% (excluding sex offenders) 50 over-rides out of 741 LS/CMI & YLS from 01-01-2017 to 06-11-2018	LS/CMI and YLS overrides are 5% or lower.	Over-rides conducted on 8.14% of cases in 2020. 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.

OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/BASELINE	TARGET	AGENCY OUTCOMES
Complete agent skill training.	100% of targeted service delivery staff receive Case Plan training within two years of employment.	100% of targeted service delivery staff receive case plan training	<p>9 of 15 (60%) of targeted service delivery have case plan training.</p> <p><i>One staff member attending the DOC Agent Academy; will be trained by January 2021</i></p>
Identify a target population requiring a case plan.	In Development	<p>Case plan completed on 80% of targeted population.</p> <p>To Be Determined percentage of targeted service delivery staff’s case plans audited for quality assurance.</p>	<p>Still attempting to coordinate the offering of case plan training to update staff.</p> <p>15 of 15 staff completed Core Correctional Practices Training to be eligible for Case Plan Training.</p>
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.

OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
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	100% of staff facilitating cog groups have their delivery of curriculum assessed for quality	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 participants completing cognitive programming complete a pre- and post-test to measure effectiveness	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	100% of participants completing cognitive programming complete a pre- and post-test to measure effectiveness	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.

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OBJECTIVES	AGENCY DETERMINED DATA/BENCHMARKS/ BASELINE	TARGET	AGENCY OUTCOMES
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		15 of 15 (100%) staff have completed Core Correctional Practices
Assess staff in their use of cognitive behavior skill exercises during individual meetings with clients.	To Be Determined	100% of targeted delivery staff have been trained in recognized one-on-one cognitive behavior skill strategies.	Not established at this time.
Establish a high-risk offender survey that assesses one-on-one cognitive coaching.	To Be Determined		

OUTCOME PERFORMANCE MEASURES

GOAL 1: COMMUNITY SAFETY

Strategies:

1. Utilize validated risk assessments to determine supervision level.
2. Hold clients accountable to their conditions of supervision.
3. Provide for the safe, humane and secure housing of adults at the NWRCC and juveniles at the RRVJC.
4. Screen adults and juveniles for risk of victimization upon admission to the NWRCC or RRVJC.
5. Swiftly address negative and/or inappropriate behavior through informal discipline or sanctions conferences.

Outcomes:

- Providing supervision consistent with risk levels will reduce recidivism.
- NWRCC and RRVJC will be managed pursuant to applicable State and Federal Standards.
- Quality education and screenings will reduce victimization of those in custody.
- Promptly addressing problem behavior will reduce the need for formal disciplinary action.

INDICATORS	2018 Results	2019 Results	2020 Results	Target
<i>Number of LS/CMI <u>Assessments completed</u></i>	909	653	602	890
<i>Number of LS/CMI <u>Re-Assessments completed</u></i>	516	378	424	500
<i>Percentage of LS/CMI <u>Assessments requiring over-ride</u></i>	10%	11%	12%	10%
<i>Percentage of RRVJC Program and Evaluation residents who receive a YLS/CMI</i>	64%	100%	100%	100%
<i>Number of <u>adult inmates</u> escaping from the secure perimeter of NWRCC</i>	-0-	-0-	-0-	None
<i>Number of <u>juvenile residents</u> escaping from the RRVJC secure detention</i>	-0-	1	-0-	None

GOAL 1: COMMUNITY SAFETY (continued)

INDICATORS	2018 Results	2019 Results	2020 Results	Target
<i>NWRCC 2911 Standards compliance (percentage)</i>	99.21% Inspection Feb. 2018	99.21% Inspection Feb. 2018	97.62% Inspection Nov. 2019	100%
<i>RRVJC 2960 Standards compliance (percentage)</i>	98.7% Inspection April 2017	99.7% Inspection April 2019	99.7% Inspection April 2019	100%
<i>Number of Adverse findings, allegations of maltreatment, citations and legal action against the RRVJC</i>	-0-	-0-	-0-	-0-
<i>NWRCC Prison Rape Elimination Act (PREA) Standards compliance (percentage)</i>	100% Inspection Nov. 2015	100% Inspection April 2019	100% Inspection April 2019	100%
<i>RRVJC Prison Rape Elimination Act (PREA) Standards compliance (percentage)</i>	100% Inspection Mar. 2017	100% Inspection Mar. 2017	100% Inspection Dec. 2020	100%
<i>Number of RRVJC Restrictive Procedures implemented:</i>				
<i>Seclusion</i>	-0-	-0-	-0-	1
<i>Physical Escort</i>	2	8	5	4
<i>Physical Hold</i>	4	9	1	4
<i>Disciplinary Room Time</i>	2	6	4	4
<i>Number of substantiated claims of sexual abuse or harassment at the NWRCC</i>	-0-	-0-	-0-	-0-
<i>Number of substantiated claims of sexual abuse or harassment at the RRVJC</i>	-0-	4	3	-0-
<i>Number of Department of Corrections Restructures or Intermediate Sanction Reports</i>	105	82	80	105
<i>Number of instances of informal discipline at the NWRCC</i>	224	188	118	200
<i>Percentage of offenders successfully discharged from probation</i>	78%	82%	82%	85%
<i>Number of DOC & County Violation Reports</i>	812	768	543	795

GOAL 2: RESTORE THE CRIME VICTIM

Strategies:

1. Hold offenders accountable for financial obligations to the court and corrections.

Outcomes:

- Financial restoration of the victim.

INDICATORS	2018 Results	2019 Results	2020 Results	Target
<i>Percentage of offenders satisfactorily completing restitution payments</i>	19%	20%	23%	60%

GOAL 3: COMMUNITY RESTORATION

Strategies:

1. Maintain inmate work crew(s) (Sentence to Service) to assist government and non-profit agencies in completing projects.
2. Maintain inmate work crew(s) to provide outside Chore Services to community members aged 60+.
3. Provide community work service as an option to the courts through community placements or by individual work placements within the NWRCC.

Outcomes:

- Offenders give back to the communities by completing projects in the three-county area (Norman, Polk & Red Lake) which may not have otherwise been completed.
- Aged population able to remain in their homes with the assistance of inmates participating in the Chore Service program.
- Community support for pro-social inmate programs is maintained.

INDICATORS	2018 Results	2019 Results	2020 Results	Target
<i>Number of STS offender hours per year served in the program</i>	29,403	31,368	23,006	27,000
<i>Number of community members aged 60+ who received outside Chore Services</i>	124	136	77	120
<i>Percentage of “positive” agency evaluations received from Chore Service recipients</i>	99%	100%	Evaluations distributed at the end of the year	100%
<i>Percentage of “positive” agency evaluations for work done by Sentence to Service crews</i>	100%	70%	100%	100%
<i>Percentage of placement agency surveys at the RRVJC indicate over-all satisfaction with services received</i>	85%	100%	100%	100%

GOAL 4: DEVELOP OFFENDER COMPETENCIES & ASSIST OFFENDER TO CHANGE

Strategies:

1. Provide evidence-based program opportunities in the community and correctional facilities.
2. Provide pro-social outlets for clients and offenders.
3. Provide gender-informed program options.
4. Utilize case planning to address dynamic risk factors identified via validated risk/need assessments.
5. Drug and alcohol testing will be utilized to ensure accountability.

Outcomes:

- Offender involvement in pro-social activities and cognitive behavioral programming will reduce risk.
- Increased access to constructive and pro-social activities will reduce institutional violations.
- Drug and alcohol testing on high-risk offenders will reduce chemical use.

INDICATORS	2018 Results	2019 Results	2020 Results	Target
<i>Number of offender program contact hours at the NWRCC</i>	4,283	4,182.5	1,555	4,100
<i>Number of adult offenders who participated in Work Release</i>	71	79	27	70
<i>Percentage of RRVJC Program and Evaluation residents who complete cognitive behavioral program</i>	89%	95%	33%	100%
<i>Number of offender contact hours with the NWRCC Adult Basic Education Program</i>	22,707	26,073	9,895	20,000
<i>Number of offenders to earn their GED while at the NWRCC</i>	15	12	6	12
<i>Percentage of NWRCC eligible inmate population to participate in Resources for Reintegration Event</i>	97%	98%	N/A Due to Covid-19	100%

GOAL 4: DEVELOP OFFENDER COMPETENCIES & ASSIST OFFENDER TO CHANGE (continued)

INDICATORS	2018 Results	2019 Results	2020 Results	Target
<i>Number of Major Violations at the NWRCC</i>	310	263	200	300
<i>Number of Major Violations at the RRVJC</i>	N/A	16	12	-----
<i>Number of Women's Risk Needs Assessments completed</i>	15 Oct-Dec 2018	66	37	60
<i>Number of Probation Drug Tests submitted to Redwood Toxicology</i>	1,417	745	367	1,500
<i>Percentage of Probation Drug Tests positive for drugs and/or alcohol</i>	41.8%	65.9%	71.8%	45%
<i>Percentage of offenders to attend and complete treatment as a condition of probation</i>				
<i>Complying with Sex Offender Treatment</i>	93%	92%	98%	93%
<i>Chemical Dependency Treatment</i>	46%	48%	45%	60%
<i>Domestic Violence Treatment</i>	33%	34%	32%	60%
<i>Percentage of probationers to complete "Thinking for a Change"</i>	24%	33%	19%	50%
<i>Percentage of probationers to complete "Moving On"</i>	20%	23%	18%	50%