

A photograph of the Steele County Courthouse, a large, ornate brick building with a prominent clock tower and a rounded corner. The building is set against a blue sky with scattered clouds. The text "Steele County Community Corrections 2022-2025 Comprehensive Plan" is overlaid in the center of the image in a bold, white, italicized font with a dark blue outline.

***Steele County
Community Corrections
2022-2025 Comprehensive Plan***

Photo Credit by Jimmy Emerson / Licensed under [CC BY-NC-ND 2.0](https://creativecommons.org/licenses/by-nc-nd/2.0/) Cropped from original

Contents

Steele County Mission and Vision.....	3
Steele County Community Corrections Mission and Vision	4
2021 Highlights and 2022 Goals.....	5
Pandemic Update.....	7
2022 Goals	8
Introduction	8
Geography/History.....	8
Demographics	9
Crime Rate and Change.....	10
Steele County Baseline Recidivism Rates.....	10
Southeast Minnesota Six County Comparison Data	12
Probation Survey Reports	13
Political System	14
Judiciary Chambers	17
Steele County Community Corrections Advisory Board Members.....	17
Organizational Structure.....	18
Department Budget	20
Full Time Equivalent by Program Area.....	22
Program and Program Fee Schedule	23
Salary Roster	24
Staff Training	24
Core Staff Training Goals.....	25
Research and Evaluation Efforts	29
Juvenile Probation	30
Adult Probation.....	34
Outcome Performance Measures (CQI Plan).....	44

Steele County

Mission Statement

Driven to deliver quality services in a respectful and fiscally responsible way.

Core Values

1. **Teamwork** - *We serve the public best with collaboration, coordination and community partnerships.*
2. **Positivity/Forward-Thinking** – *We do our work with an open-minded and constructive approach.*
3. **Respect** – *We are eager to serve, friendly, helpful, and kind.*
4. **Accountability** – *We are fiscally and professionally transparent and responsible.*
5. **Integrity** – *We are ethical, honest, and reliable.*

Vision Statement

First in Service. First in Stewardship. The County of choice... today and tomorrow.

Steele County Community Corrections Mission and Vision



Mission

To enhance the safety of all citizens by facilitating and promoting adherence to evidence based and restorative practice.

Vision

To reduce recidivism within our Criminal Justice System.
Our goal is to work with our local stakeholders and other Minnesota Correctional Agencies to promote positive change amongst the people we work with.

2021 Highlights and 2022 Goals

Since our Community Corrections Conversion, which took place on July 1, 2017, our department has been working diligently to create a Correctional Continuum which provides a balance of field supervision and case management. In 2019, our management team focused heavily on evidence-based implementation science. Implementation of EBP is a continuous process and our goal for 2020 and into 2021 was to continue to provide our team with evidence-based tools, peer learning, along with accountability to the process. The highlights and goals relating to EBP implementation and what we incorporated thus far are; EBP Community of Practice, coaching, SMART Chrono implementation, peer facilitated and gender specific cog programming, Carey Group Electronic Guides/Tools on Devices, a management/peer case review EBP screening team, in-house Motivational Interviewing training/boosters, Probation Agent EBP case reviews and stakeholder education. These very specific EBP initiatives formulate the implementation of EBP into our department and are built into our Steele County Career Development Process where our staff are promoted up classifications based on their individualized use of specific EBP practices.

In addition, in 2020-2021, we formulated our goals from an implementation science exercise called The Implementation Deck. This exercise drew feedback regarding the implementation of evidence-based practices in our organization from employees and management in the areas of; competence, organization and leadership. This provided us some clear developmental strengths and developmental weaknesses along with the information we needed to develop strategic goals to improve our implementation of research/evidenced based practices moving forward. Using this info, we not only became more strategic but realized we needed to be more purposeful, visionary, and specific within our practice model.

First, we created purpose and value statements for our monthly Communities of Practice meetings. Management also created and concentrated on creating a process which emphasized a peer ran and peer driven process. A document outlining the systematic importance along with value statements was created in hopes to strengthen fidelity and guide the peer ran initiative. The Community of Practice Team met monthly throughout the year and focused heavily on case management and our sequential Carey 10 step risk reduction process.



Furthermore, also regarding our practice model, is our Screening Team. When violations are filed, we as a team have committed to a weekly meeting in which we staff cases where sanctions/jail time is being recommended. This is done in support of each other in our attempt to deliver sanctions that are as research-based as possible and to evolve and learn together as a unit. To create a Screening Team which is guided by the principles of research-based decision making, we created purpose and value statements (below) to guide our team in their response to probation sanctions. Our goal is to create recommendations that provide a balance of public safety and accountability while keeping in mind what we have learned regarding research-based sanctioning. As a result, in 2020, our team evolved into what we believe is an evidence-based unit who make informed and research-based decisions that promote public safety along with behavioral change with our clients.

Punishment/Incarceration:

- Reduce reliance on incapacitation as the primary means for holding offenders accountable.
- By itself will not change criminal behavior and reduce recidivism.
- Taken alone actually tends to increase recidivism slightly.
- Can be effective as a behavior modification support for treatment and rehabilitation.

Deterrence/Response:

- Swiftness → Most Effective / Time between violation and response is short
- Certainty → Most Effective / Communicated prior with follow through after
- Severity → Least Effective / Alone may increase recidivism 2%

Shift the Perspective:

<i>Traditional Approach</i>	<i>Change Agent Approach</i>
Community Safety through monitoring and compliance	Community Safety through skill building and reinforcement
Primary focus is on sentence compliance	Focus is on criminogenic needs
Brokering or arranging services	Matching services to client and families (responsivity)
Change comes from programs/services	Agent is responsible for facilitating change
Responding to behaviors	Identify drivers behind the behavior

Lastly, and again regarding our department's Screening Team, we looked to "Shift the Perspective." We not only wanted to make sure we were responding to sanctions with evidence-based measures, but we wanted to provide our screening team with research and values which promoted a practice which created change, instead of what had always been done. Without a doubt, we witnessed this team's perspective shift in 2020 and we are extremely proud of their growth and fidelity to making more research-based decisions.

Pandemic Update

As we moved into the COVID Pandemic, we were forced to implement several changes to our procedures, practices, and overall service delivery. These changes were implemented to ensure the health and safety of our staff and clientele, while also maintaining the integrity of our supervision and promoting community safety. At the onset of the pandemic most of the department staff worked remotely as only the Administrative Assistants and the Agent of the Day reported in person to the office each day. Client meetings moved to a virtual platform or were conducted over the telephone. In person meetings with clients were limited to very high-risk clients or those who have struggled to follow through with other supervision approaches. SCCC's field presence increased as probation agents conducted visits on their clients outside of the clients' residences or at their places of employment. Agent facilitated COG Skills programming moved to a virtual platform as well. The Federal CARES Act funds provided an opportunity for SCCC to advance our Case Management system through the purchase of electronic Carey Guide licenses and Tools on Device licenses. These licenses have allowed the agents to continue to engage their clients in case planning and skill building even as meetings continue to occur virtually.

Furthermore, and as the pandemic wanes, we have transition staff back to the department along with regular and recurring staff/client in-person meetings. We have incorporated remote working with less frequency and increased our in-person client meetings, management/staff one-on-ones, staff unit meetings, and POIII Leadership meetings as well. We have also worked with county administration to formally approve specific Community Corrections positions for potential teleworking capabilities in the future.

2022 Goals

First, our department is very much goal oriented and since our conversion, we as a department have set several goals with our SCCC Vision and Mission in mind. These goals have been individualized through our employee evaluation process, but we have also set goals within our specific supervising units as well. Moving into 2022, our Management Team has set a goal to start to finalize our EBP Practice Model with staff along with the goal of strategic planning. In setting several goals surrounding implementation, we believe it's important to now step back and review our practice and set goals for Continuous Quality Improvement and fidelity to EBP. To get this process initiated, we have shared a rough draft of our Practice Model and plan to meet as a leadership group with our POIII's and all staff to vision cast moving forward.

Introduction

Geography/History

Steele County, Minnesota, was officially organized February 20, 1855 and originally included what is now known as Waseca County. Re-organization in 1856 established the boundaries we recognize today. The new county was named in honor of Franklin Steele, a St. Anthony governmental contractor and a man of prominence. Steele County is located in the south-eastern part of Minnesota, has 432 square miles, and is 24 miles long and 18 miles wide.

The first county building, built in 1874 at a cost of \$5,000, was a one-story brick building which has since been demolished. The historic Steele County Courthouse was built in 1891 for \$50,000. It has been remodeled several times and is used almost exclusively by the courts.



In 1860 Steele County had a population of 2,863 as compared to 21,155 in 1950 and 37,406 as of April 1, 2020.

Steele County has numerous streams, natural springs, brooks and lakes. The largest of the streams is the Straight River and the largest lake is Rice Lake. Nine mineral springs are located in Owatonna, in an area known as Mineral Springs Park. These springs have been analyzed and show the definite qualities of celebrated springs of this country and France.

Demographics

<i>Population</i>	Steele County	Minnesota
Population Estimates as of April 1 st , 2020	37,406	5,706,494
Population per square mile, 2010	85.1	66.6
Land area in square miles, 2010	429.65	79,626.74
Under age 5, percent	5.9%	6.2%
Under age 18, percent	24.6%	23.1%
Over age 65, percent	18.3%	16.3%
Female, percent	50.2%	50.2%
Veterans, (number), 2015-2019	2,126	300,044

<i>Race, 2019</i>		
White	93.3%	83.8%
Black	3.5%	7.0%
Native American	0.5%	1.4%
Asian	1.1%	5.2%
Two or More Races	1.5%	2.6%

<i>Housing</i>		
Housing Units, July 1, 2019	15,824	2,477,753
Homeownership rate, 2015-2019	75.2%	71.6%
Median Home Value of owner-occupied housing units	\$169,300	\$223,900

<i>Income & Poverty</i>		
Per Capita income in past 12 months (in 2019 Dollars) 2015-2019	\$32,477	\$37,625
Median Household income, (in 2019 Dollars) 2015-2019	\$64,903	\$71,306
Persons below poverty	6.3%	9.0%

Crime Rate and Change

“Part I” offenses include murder, rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft and arson. “Part II” offenses include simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public drunkenness, runaways, sex offenses, stolen property, vandalism, vagrancy, and weapons offenses.

Area	Total Arrests Per Agency	Part I Crimes	Part II Crimes	Total Adult
Statewide Total	119,364	25,037	94,327	118,707
Judicial District 3	10,112	2,097	8,015	9,936
Steele County	657	177	480	574

Source: 2020 Bureau of Criminal Apprehension Uniform Crime Report.

Steele County Baseline Recidivism Rates

Steele County Adult Felony Offenders Closed in 2016							
1 Year Felony Recidivism Rates				3 Year Felony Recidivism Rates			
Case Type		Frequency	Percent	Case Type		Frequency	Percent
Probation	No	69	97.2%	Probation	No	63	88.7%
	Yes	2	2.8%		Yes	8	11.3%
	Total	71	100.0%		Total	71	100.0%
Supervised Release	No	60	84.5%	Supervised Release	No	52	73.2%
	Yes	11	15.5%		Yes	19	26.8%
	Total	71	100.0%		Total	71	100.0%

Source: Minnesota Statewide Probation and Supervised Release Outcomes, Annual Report 2020.

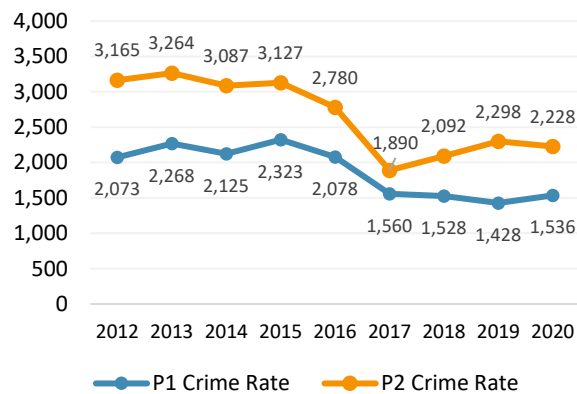
Crime Rate per 100,000 Inhabitants and percentage cleared

Year	Population	P1 Crime Rate	P2 Crime Rate	Combined	% Cleared
2012	36,299	2,073	3,165	5,238	54%
2013	36,417	2,268	3,264	5,532	50%
2014	36,532	2,125	3,087	5,212	57%
2015	36,708	2,323	3,127	5,450	52%
2016	36,761	2,078	2,780	4,858	56%
2017	36,992	1,560	1,890	3,450	57%
2018	36,910	1,528	2,092	3,620	55%
2019	36,770	1,428	2,298	3,786	55%
2020	36,532	1,536	2,228	3,799	48%

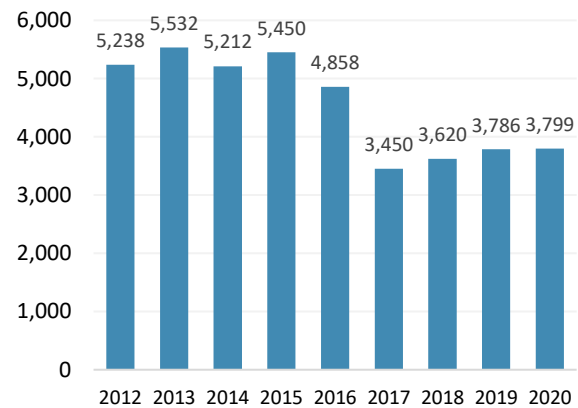
Source: 2012-2020 Bureau of Criminal Apprehension Uniform Crime Report

A crime rate describes the number of crimes reported to law enforcement per 100,000 total population. A County's individual crime rate is derived by dividing the total number of reported crimes occurring with-in the jurisdiction by the county's population; the result is then multiplied by 100,000.

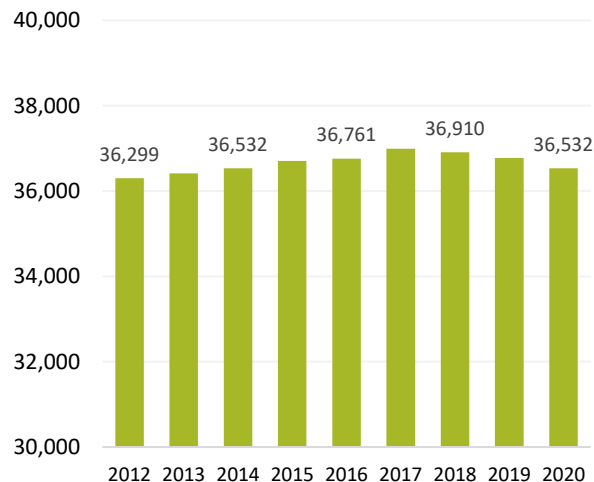
P1 & P2 Crime Rates



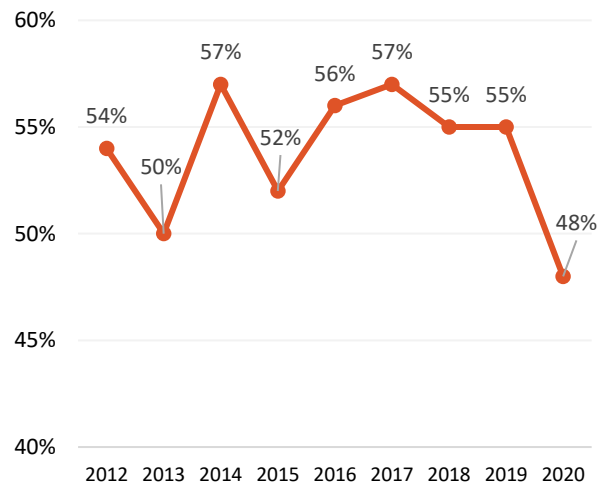
Combined Crime Rate



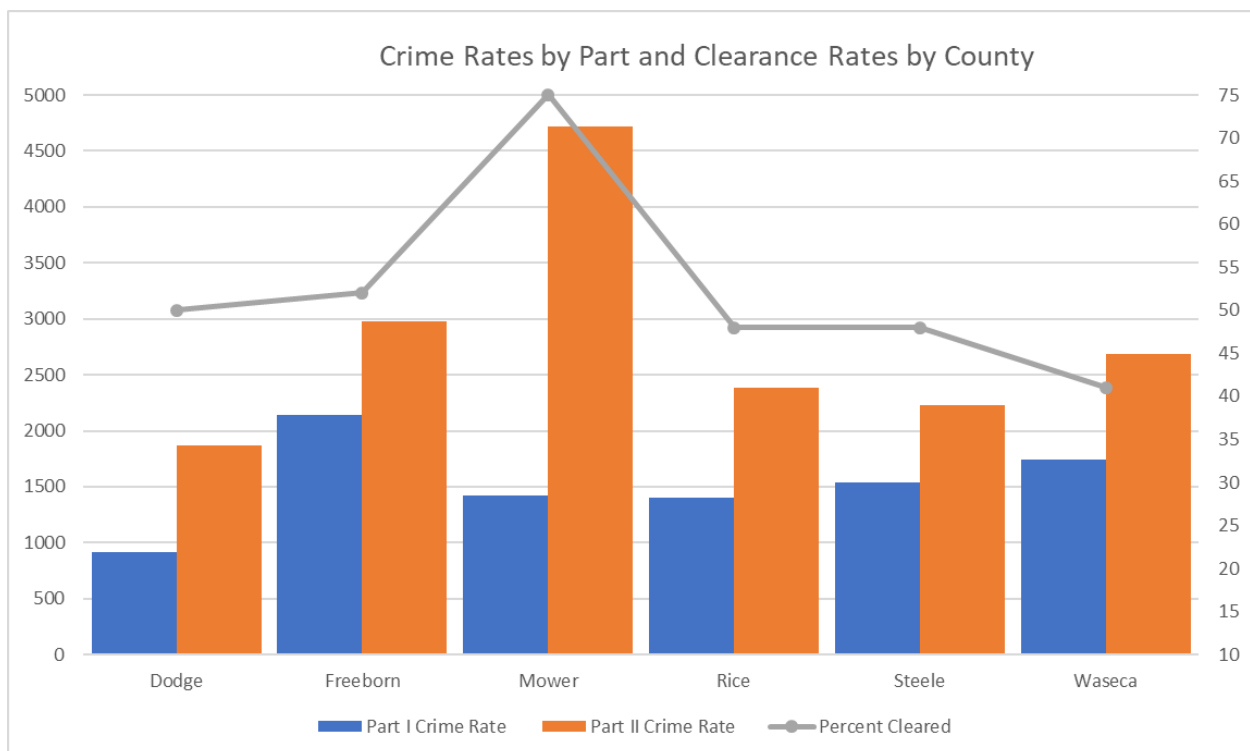
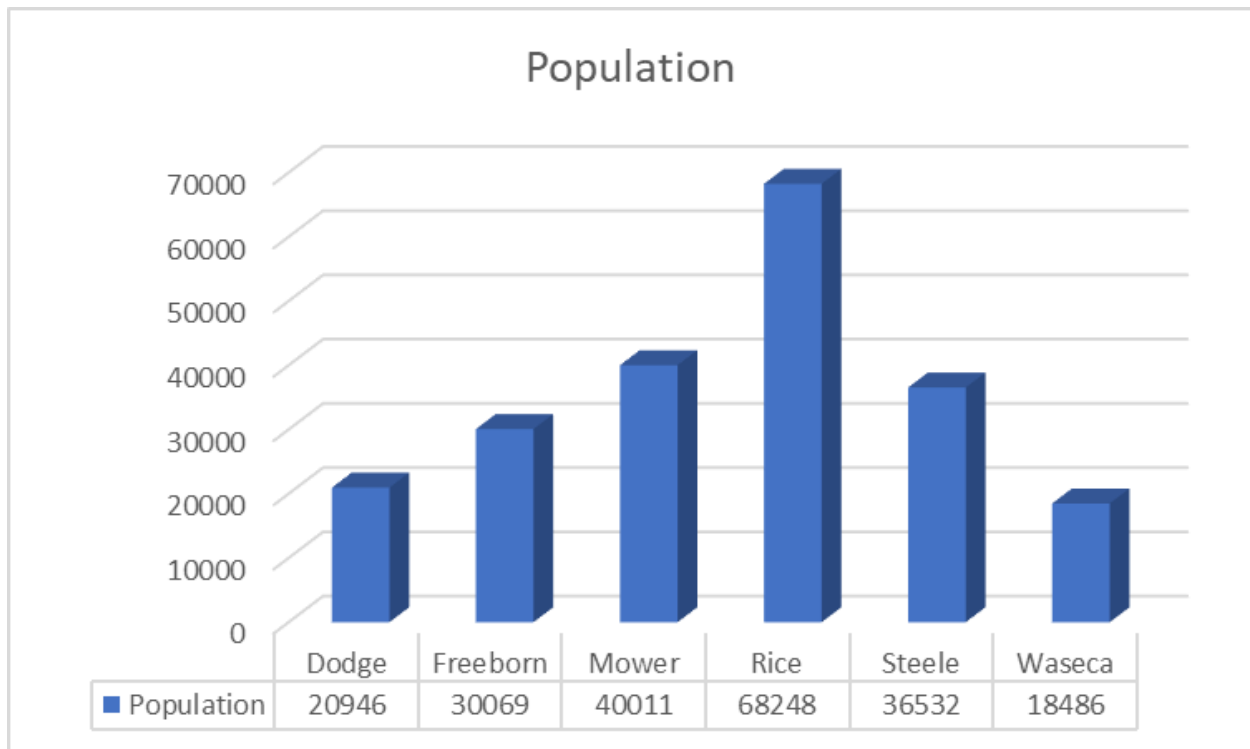
County Population



Percentage Cleared



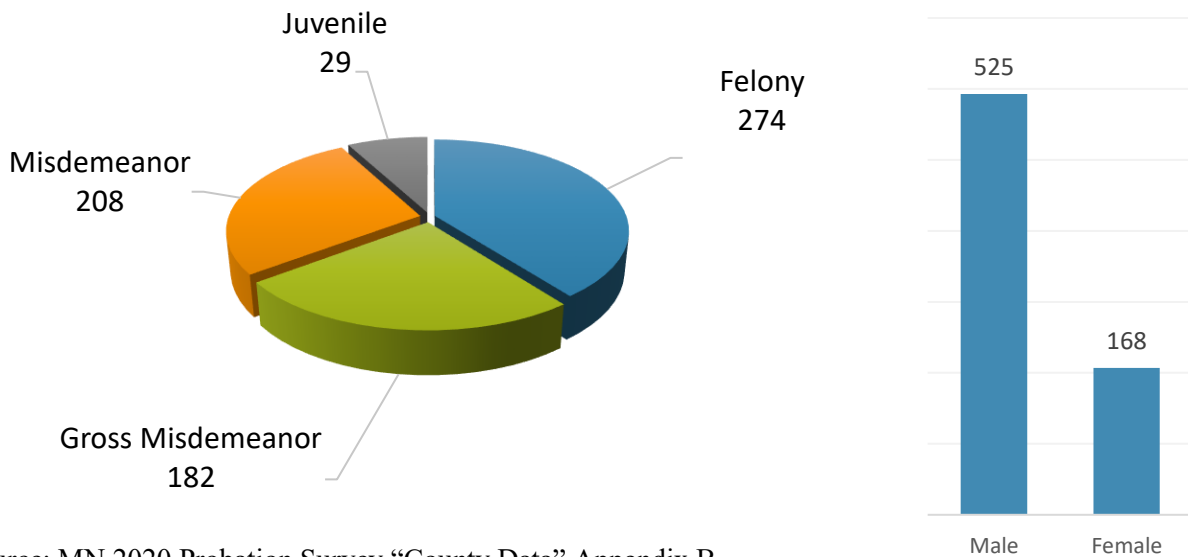
Southeast Minnesota Six County Comparison Data



Probation Survey Reports

The following graph represents 2020 Probation Survey Reports data and only displays offenders on active probation supervision and is not inclusive of duties by agents regarding supervised release, pre-sentence, pre-trial, diversion or monitoring cases.

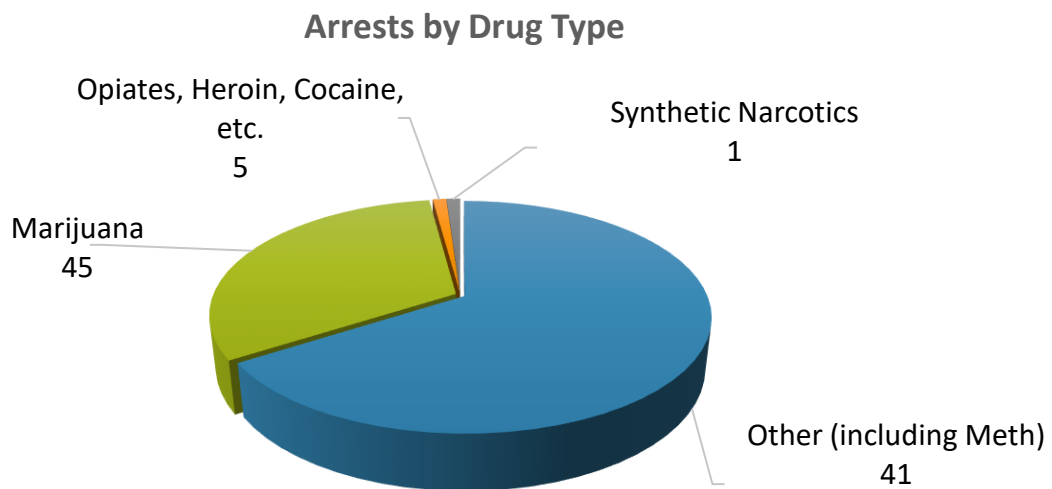
Steele County Offense Classifications – 733 Total



Source: MN 2020 Probation Survey “County Data” Appendix B

Steele County 2020 Drug Abuse Arrests by Agency – 94 Total

Source: 2020 Bureau of Criminal Apprehension Uniform Crime Report

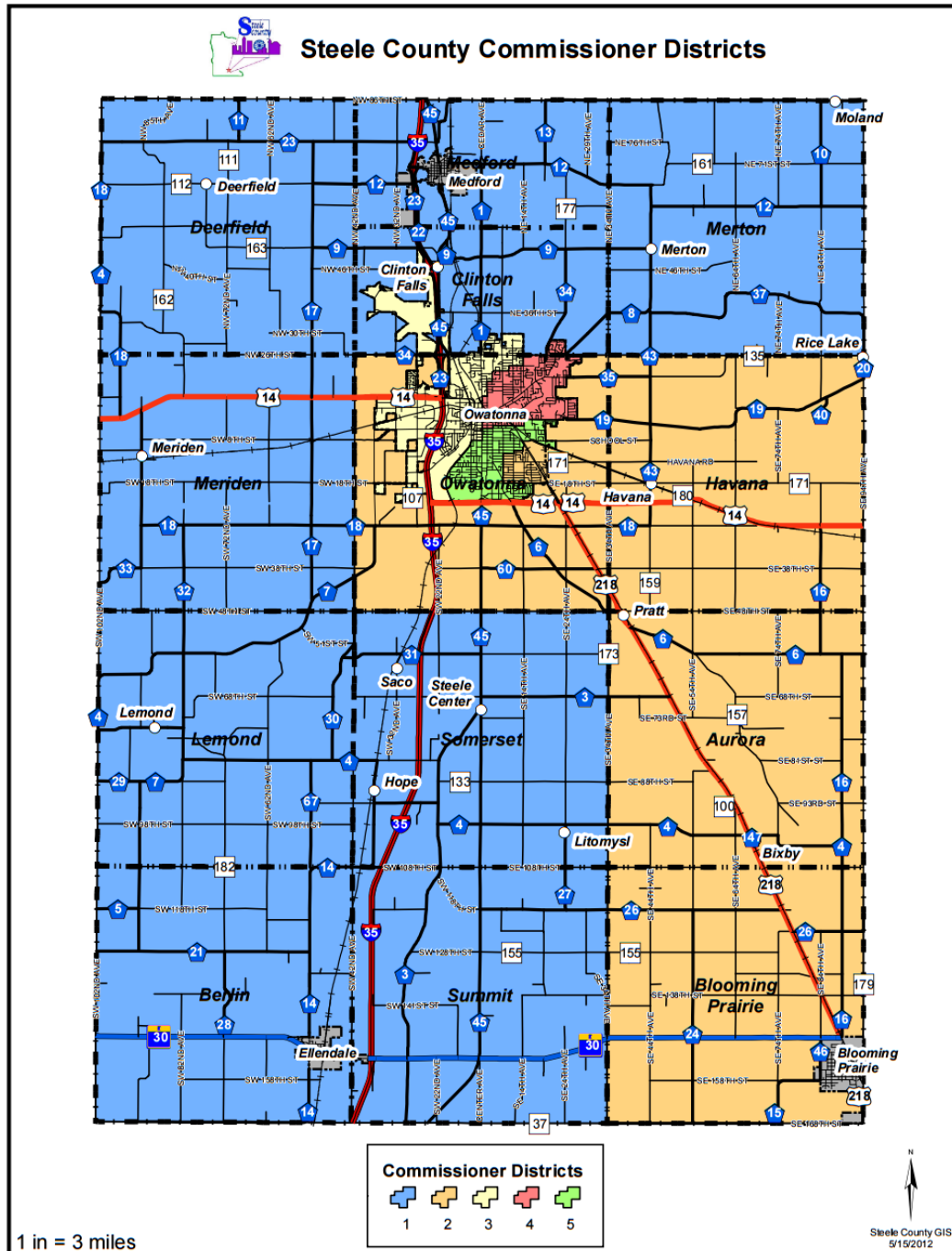


Political System

2022 Steele County Board of Commissioners



<i>District</i>	<i>Name</i>	<i>Email</i>	<i>Phone</i>	<i>Term Expires</i>
District 1	James Brady	James.Brady@co.steele.mn.us	507-202-0804	January 2023
District 2	John Glynn	John.Glynn@co.steele.mn.us	507-475-0473	January 2023
District 3	Rick Gnemi	Rick.Gnemi@co.steele.mn.us	507-444-7427	January 2025
District 4	Jim Abbe	Jim.Abbe@co.steele.mn.us	507-444-7478	January 2025
District 5	Greg Krueger	Greg.Krueger@co.steele.mn.us	507-413-0692	January 2025



The Steele County Board of Commissioners normally meet in the evenings on the 2nd and 4th Tuesdays of the month, with the exception of the first meeting in January, which is set by statute on the first Tuesday after the first Monday of the month. The meetings are held in the County Boardroom located at 630 Florence Avenue, Owatonna, MN.

The County Board Operates on a Committee system, with five committees in which two Commissioners are members.

The county board's role relative to Community Corrections is:

1. To identify, support, review, modify and sustain effective evidence based correctional services and programs.
2. Establish the annual budget for the Community Corrections Department.
3. Approve and authorize the implementation of the annual comprehensive plan.
4. Ensure compliance with the provision of the Community Corrections Act.
5. Establish all matters of policy in relation to correctional services under its authority.

Steele County Government:

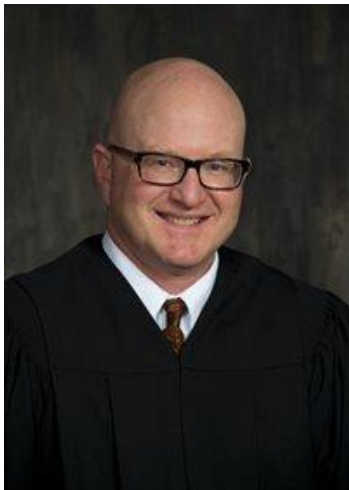
The County Administrator is the administrative head of Steele County and is responsible for the overall management of county operations and for carrying out all decisions, policies, ordinances, and resolutions of the Board of Commissioners. The administrator reports directly to the board and acts as a liaison between the board and its 6 divisions. The administrator serves on a wide variety of county-related boards and committees to enhance the organization in general and serve the best interests of the county. The County Administrator's leadership includes management of current operations as well as planning for the future. The Administrator also serves as the Public Information Director for the County.

Significant elements of the County Administrator's position are to:

- Develop and advance vital policy, program, and project initiatives at the local, regional, state, and federal levels
- Ensure the implementation of the mission of Steele County, to effectively provide services for the health, safety, and general welfare of the public
- Plan, monitor, and oversee County operations
- Assist in the preparation of the annual budget
- Supervise Department Heads and perform general administrative duties
- Forge positive and beneficial relationships between and among the public, private, and nonprofit sectors as well as the greater citizenry of the county
- Foster the development of a professional and productive organizational culture to ensure the delivery of quality public services for the citizens of Steele County
- Preserve the sustainability of a responsive, adaptable, and customer-oriented public service system
- Promote the public trust through responsible fiscal management, open and consistent communication, and a realistic long-term vision
- Protect the ongoing viability of taxpayer dollars and promote the larger economic vitality of the county as a whole

Judiciary Chambers

Judge Joseph A. Bueltel
Third Judicial District Judicial Officer



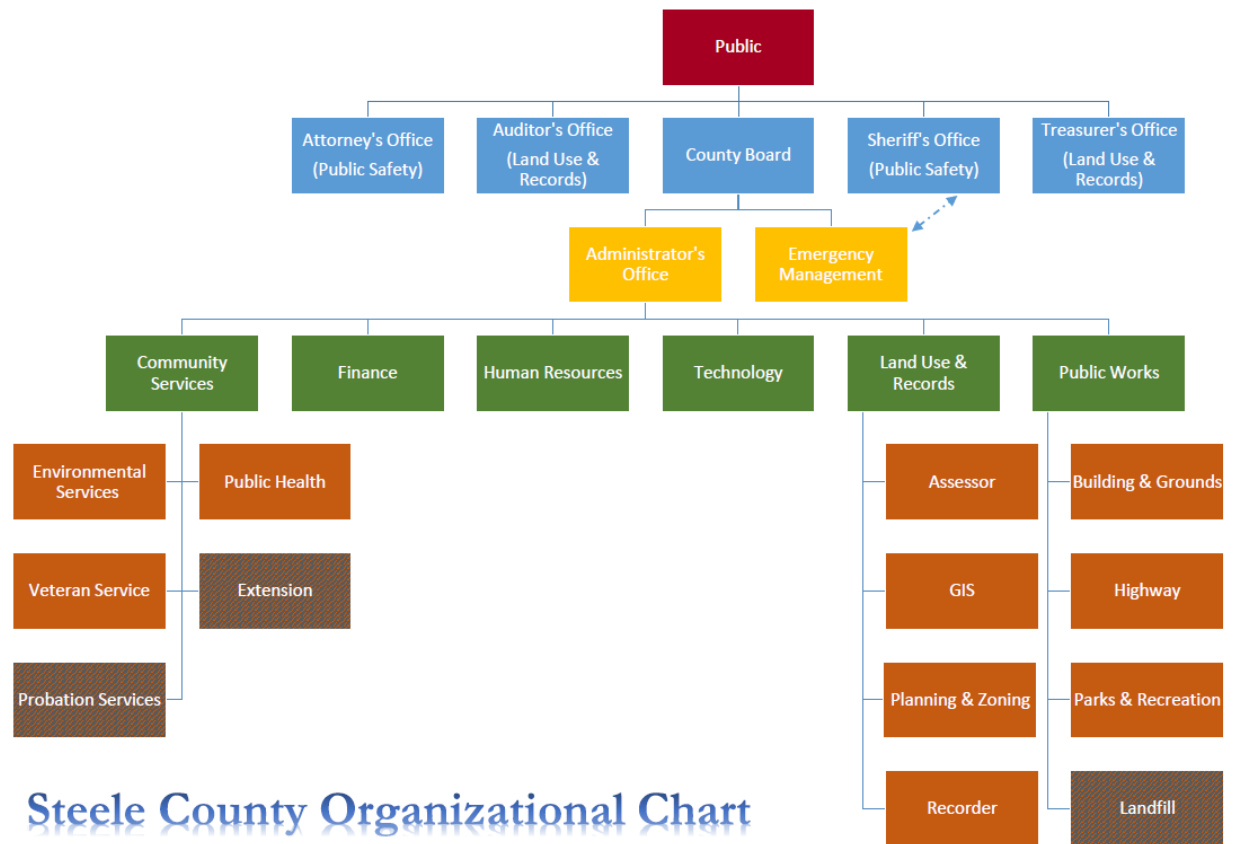
Judge Karen R. Duncan
Third Judicial District Judicial Officer



Steele County Community Corrections Advisory Board Members

- | | |
|--------------------|--|
| 1. John Glynn | Steele County Board of Commissioners |
| 2. Joseph Bueltel | Chief Judge - Third Judicial District |
| 3. Tim Schammel | Steele County Community Corrections Director |
| 4. Steve Rick | Steele County Community Corrections Assistant Director |
| 5. Christy Hormann | Steele County Chief Deputy County Attorney |
| 6. Lon Thiele | Steele County Sheriff |
| 7. Keith Hiller | Owatonna Police Chief |
| 8. Jane Hardwick | MN Prairie Executive Director |
| 9. Anthony Buttera | Steele County Jail Administrator |
| 10. Randy Tenge | MN Department of Corrections |
| 11. Jolayne Mohs | Education / Citizen Member |
| 12. Shelly Flores | Ethnic Minority Member/Education |

Organizational Structure

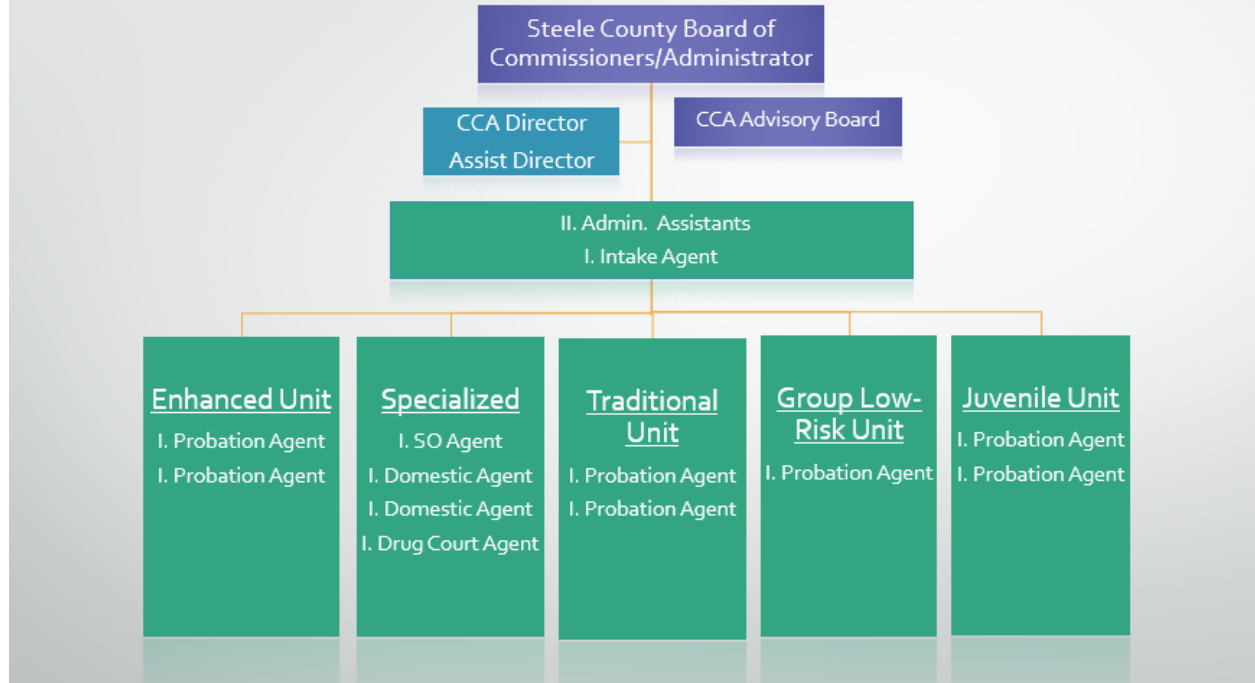


Steele County Organizational Chart

February 11, 2016

Divisions and Departments

Steele County Community Corrections



Organization and Description of Services

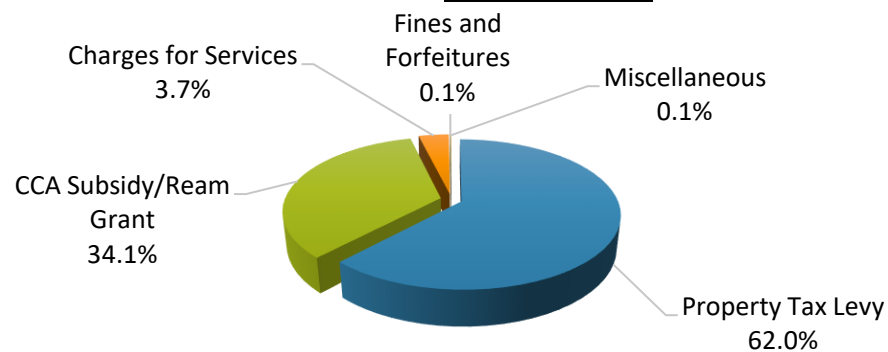
County Administration is responsible for the overall management of Steele County Community Corrections. Community Corrections is within the Community Services Division and the department provides a variety of services to the Steele County District Court. These services include investigative, program and probation supervisory services for adult and juvenile offenders.

Corrections management staff provide oversight, and direct and monitor all aspects of the department. Management is also responsible for administering the comprehensive plan under the direction of the advisory board. Corrections management also acts as liaison to other agencies; management directs offender supervision, programming, personnel functions, planning, research, budget preparation and financial reporting.

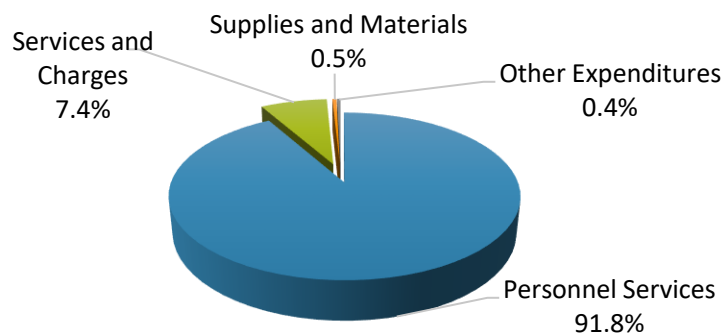
The Intake Unit provides receptionist duties, collects client fees, processes departmental invoices, maintains records in CSTS, assists in the preparation of financial and data reports, provides inventory management, provides support services for all department staff, assists with PSI's, risk assessments, and facilitates file movement to appropriate units.

Department Budget

2022 Revenues	Amount	%
Property Tax Levy	\$ 1,130,764	62.0%
CCA Subsidy/Ream Grant	621,670	34.1%
Charges for Services	67,100	3.7%
Fines and Forfeitures	2,000	0.1%
Miscellaneous	1,000	0.1%
Total Revenues	\$ 1,822,534	100.0%



2022 Expenditures	Amount	%
Personnel Services	\$ 1,672,248	91.8%
Services and Charges	134,926	7.4%
Supplies and Materials	8,360	0.5%
Other Expenditures	7,000	0.3%
Total Expenditures	\$ 1,822,534	100.0%



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

County/Group: Steele County

Budget Year: 2022

Consolidated Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,672,248
Service & Contractual				120,426
Travel				5,200
Training				9,300
Supplies & Materials				8,360
Capital Outlays				0
*Other Services (specify below)				7,000
Direct Budgeted Expenses	612,668	1,130,766	79,100	1,822,534
Use of State Institutions	0	0	0	0
Total Budgeted Expenses	612,668	1,130,766	79,100	1,822,534

Minimum County/Group Level of Spending Current Year:	<u>455,622</u>
Percent of County budget	<u>40%</u>

Full Time Equivalent by Program Area

<i>Program Area</i>	<i>Description</i>	<i>FTE's</i>
Supervisory	Director and Assistant Director employed as the Department Head and Supervisor to oversee the Community Corrections operations in Steele County and serve as the liaison with the CCA Advisory Board, Steele County Board of Commissioners, and stakeholders.	2.00
Administrative	Administrative Assistants provide services and operational procedures of intake and office management of files and Agent/client communications.	2.00
Specialty Court Agent	Probation Agent to provide full-time services to the Steele/Waseca Drug Court.	1.00
Adult Probation Services	Probation Agents supervise adult offenders sentenced to probation in Steele County and supervised release offenders accepted to supervision in Steele County.	8.00
Juvenile Probation Services	Probation Agents that supervise and provide services to juveniles sentenced to probation and diversion in Steele County.	2.00
Intake Services	Probation Agent that assists with PSI's, risk assessments, inter/intra state transfers and file facilitation per structure.	1.00

2022 Program and Program Fee Schedule

Adult Supervision Fees:

Adult Felony Supervision Fee.....	\$400.00
Adult Gross Misdemeanor Supervision Fee	\$300.00
Adult Misdemeanor Supervision Fee.....	\$200.00
Supervised Release 1 year +.....	\$400.00
Supervised Release 1-12 months.....	\$200.00
Pre-Trial Drug Testing (Per Test)	\$5.00
Drug Testing Fee	\$75.00
Courtesy Testing Fee (Per Test).....	\$10.00

A positive instant drug/alcohol test, where the client does not admit to use, will be submitted to the lab for confirmation testing and will result in the following fees assessed to the client's account:

Lab Confirmation: \$25.00 PER DRUG

Program/Screening Fees:

Cognitive Skills Class "T4C/Moving On"	\$50.00
Driving W/Care.....	\$50.00
Domestic Violence Inventory	\$25.00
Substance Abuse Subtle Screening Inventory.....	\$25.00
Adult Diversion.....	\$200.00
Domestic Violence Education Program.....	\$320.00

*Psychosexual Evaluation – Actual Vendor Cost (may be reduced by grant reimbursement from DOC)
Fee to client is contingent on vendor*

Juvenile Diversion Fees:

Juvenile Diversion Fee.....	\$50.00
-----------------------------	---------

Monitoring:

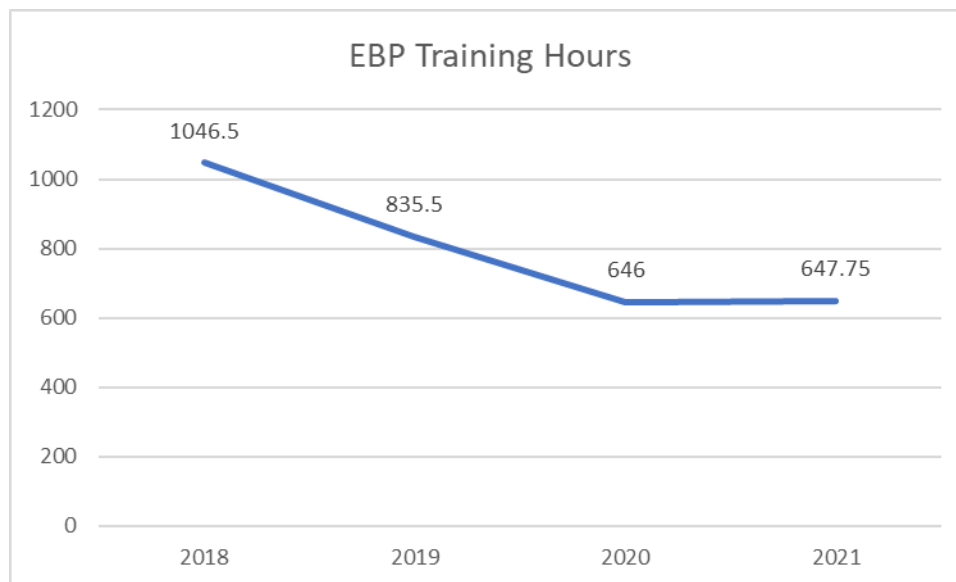
Remote Breath Device.....	\$10.00
SCRAM-Per Day (Direct Connect/Base Station).....	\$10.00
SCRAM-Per Day (House Arrest/Ethernet Base Station).....	\$11.00

Salary Roster

<i>Position Title</i>	<i>Full-Time Salary Range</i>	<i>FTE Count</i>
Director	\$83,325 - \$116,667	1.00
Assistant Director	\$73,070 – \$102,294	1.00
Probation Officer III	\$68,307 – \$95,680	2.00
Probation Officer II	\$64,397 – \$90,085	9.00
Probation Officer I	\$61,214 – \$85,696	1.00
Administrative Assistant	\$49,379 – \$69,098	2.00

Staff Training

Steele County Community Corrections is dedicated to keeping our staff educated and trained in correctional best practice. To reinforce this philosophy, the department's pay system recognizes years of service, meeting training requirements, program innovation, and leadership/mentoring. We attempt to maximize limited training resources by facilitating in-house training when it is possible and collaborating with outside agencies in training of evidence-based practices (EBP). The chart below displays the total EBP training hours for SCCC probation agents.



*2021 data only includes January 1 to December 1

Core Staff Training Goals

Department-Evidence Based Practices

Evidence Based Practices (EBPs) are utilized by the department daily. EBPs focus on reducing offender risk and addressing offender needs, which in turn reduces new crime and improves public safety. Of the many available approaches to community supervision, a few core principles stand out as proven risk reduction strategies. Though not all the principles are supported by the same weight of evidence, each has been proven to influence positive behavior change.

Motivational Interviewing

Probation Agents use Motivational Interviewing (MI) techniques to facilitate and engage intrinsic motivation within the client to change behavior. MI is a goal-oriented, client-centered counseling style for eliciting behavior change by helping clients to explore and resolve ambivalence. All probation agents are trained in MI and receive ongoing MI booster trainings. SCCC has implemented an MI Training plan which will include ongoing booster trainings plus the implementation of soft coded interviews. With this plan, a client interview will be taped by the agent and soft coded by a certified MI trainer for support, training, coaching, feedback, and evaluation. Since November 2020 SCCC employees have received six in-house MI booster trainings. Our soft coding process is scheduled to begin in January 2022.

Risk/Needs Assessment

The Level of Service Inventory-Revised: Screening Version pre-screen (LSI-R:SV) and the Level of Service/Case Management Inventory (LS/CMI) are risk/needs assessment tools which assesses recidivism risk factors including criminal history, education/employment, relationships, substance abuse and criminal attitudes.

An LSI-R:SV (pre-screen), and/or a LS/CMI is initially completed by probation agents to help identify offender risk, programming needs, sentencing recommendations, and supervision assignment. High risk offenders (those scoring 20 or above) receive individual case management while medium/low risk offenders, scoring 12-19, are assigned to Group/Low Risk Unit. The LS/CMI assists supervising probation agents with case planning goals and supervision strategies. Reassessments are initially required one year after sentencing and/or prior to any change in supervision level. Additionally, quality assurance for all LS/CMI's is completed by supervisors prior to the assessment being posted on the Statewide Supervision System.

The Youth Level of Service/Case Management Inventory (YLS/CMI pre-screen and YLS/CMI 2.0) are validated risk/needs assessment tools that assess risk and need factors for youth, including legal history, family circumstances, education/employment, peer relationships, substance abuse, leisure/recreation, personality/behavior, and attitudes/orientation. A YLS/CMI pre-screen, and/or a YLS/CMI 2.0, is completed on all delinquent youth ordered to complete a pre-disposition report and/or placed on probation to our department. The YLS/CMI is used in the pre-disposition phase to determine a youth's risk to re-offend and assist with programming and disposition recommendations to the Court. It is used post-disposition to assign an appropriate

level of supervision and assist the supervising probation agent with case planning. Reassessments will be completed if there is an evidenced need for the juvenile (violations, behavior change, court appearance, etc.) and/or every six months of the juvenile's probationary period. All YLS/CMI 2.0 assessments and reassessments are reviewed and posted by a supervisor designated to provide quality assurance. SCCC currently has one probation agent going through the training to become a certified YLS/CMI 2.0 trainer.

Year	LS/CMI Assessments Completed	YLS 2.0 Assessments Completed
2017	231	25
2018	259	52
2019	350	49
2020	374	26
2021	354	22

*2021 data only includes January 1 to December 1

The Women's Risk Needs Assessment (WRNA) was developed by the National Institute of Corrections (NIC) and University of Cincinnati. The WRNA was created to assess a women's risk/needs as well as strengths. The Minnesota Female Offender Task force has identified the WRNA as the optimal assessment for female offenders. There are 15 risk domains and 4 strengths domains scored. The results are utilized in the gender specific caseload to develop case plans to address risk and needs.

Case Plans

Case plans are written, time and goal driven, dynamic in nature, and focus on addressing the criminogenic needs of the offender. The tool guides the client and the probation agent toward targeted activities and outcomes. Case plans are completed with juvenile and adult clients who score high risk or above (20+) on the risk/needs assessment. Case plans are reviewed with the client at least monthly.

Carey Guides

Research demonstrates that traditional methods of supervision are ineffective in reducing recidivism among adult and juvenile clients. For behavior change and recidivism reduction to be possible, clients must understand the personal and environmental factors contributing to their offending behavior and be taught the skills they need to make positive changes in the future. The Carey Guides are designed to equip corrections professionals with the information and tools they need to support these changes among their clients.



The Carey Group is a national consulting firm that provides training and technical assistance for justice and correctional professionals and community groups. The Carey Group developed 33

practical, easy-to-use handbooks to help corrections professionals deliver EBP to offenders with whom they are working: 14 guides address criminogenic needs and 19 focus on common case management issues. In addition to the guides, agents have access to six Brief Intervention Tools (BITS) which assist the agent in effectively addressing key skill deficits with short, structured interventions. Also available for agents in the case management process is the Driver Workbook. The Driver Workbook helps clients and agent collaboratively identify the key driver behind behavior to help prioritize the client's case plan goals.

All probation agents are trained in the effective use of Carey Guides and utilize them with high risk clients as part of the case planning process. The resources are available to the agents in digital format using the Tools on Devices (TOD) Deluxe license which allows the agents and clients to complete and review the Carey Group tools on smartphones, tablets, and/or personal computers.

Cognitive Restructuring

Thinking for a Change

Thinking for a Change is a cognitive-behavioral program, governed by a simple, straightforward principle: thinking (internal behavior) controls actions (external behavior). Therefore, it is necessary to target offenders' thinking to change their actions that lead to criminal conduct. Thinking for a Change is appropriate for a wide range of offenders. Some offenders engage in criminal conduct because they are under socialized, lacking a repertoire of pro-socially acceptable responses to their daily lives. This often takes the form of aggressive acts but can also be manifested in withdrawn behaviors, or other anti-social behaviors such as those associated with drug and alcohol abuse. Other offenders engage in planned and deliberate criminal acts supported by strong antisocial attitudes and beliefs. Their way of thinking supports and justifies the serious offenses they commit. Behavior change cannot take place for these individuals until they become aware of their thinking and see a reason to change. Probation agents will refer offenders to Thinking for a Change programming when offenders scoring high risk in the anti-social attitudes and anti-social pattern domains on the LS/CMI, have an extensive criminal history, and/or history of noncompliance on supervision.

Moving On – Female Specific Cognitive Restructuring

This gender-specific program addresses many risk factors that can lead to a woman's criminal behavior. It provides women with alternatives to criminal activity by helping them identify and mobilize personal and community resources.

- Is a flexible, open-ended intervention program
- Draws on the evidence-based treatment models of relational theory and cognitive-behavioral therapy
- Can be administered to groups or individuals in community corrections as well as institutional settings

Program content is organized around four main themes:

1. Encouraging personal responsibility and enhancing motivation for change
2. Expanding connections and building healthy relationships
3. Skill enhancement, development, and maintenance
4. Relaxation and stress management skills

The SCCC probation agents have developed a schedule in which they rotate facilitating the Thinking for a Change and Moving On curriculums with our high-risk clients. Since our Community Corrections Conversion (July 1st, 2017), our probation agents helped 78 clients to graduate these courses and receive a certificate for completion.

Driving with Care

Driving with Care is an effective, evidence-based, DWI/DUI Education program that meets the cognitive skills educational requirements often ordered by the legal system. The goals of the program are to develop skills to:

- Prevent recidivism of a DWI/DUI
- Prevent relapse of a harmful pattern of substance use
- Develop responsible living and positive change
- Understand DWI/DUI laws
- Maintain a commitment to self and society to never drink and drive

This program was created as the direct result of the Steele/Waseca's Drug Court program adding a DWI track to their specialty court program in 2018. Steele County Community Corrections currently has one agent trained as a facilitator for this curriculum and is currently in a partnership with Waseca County in the facilitation of this program.

Community of Practice (CoP)/Coaching Circles

Community of Practice, or CoP, is an informal, peer-facilitated forum that convenes monthly to continue learning and practicing skills that were acquired during previous training and follow-up coaching sessions involving Carey Guides, case planning, and Motivational Interviewing. Activities for a CoP might include debriefing recent or difficult interactions, brainstorming motivational interviewing responses for challenging situations, real-play/role-play, listening and providing feedback to recordings, and various skill practice exercises. Since January 2020, SCCC has held 20 COP sessions covering various EBP centered topics.

Research and Evaluation Efforts

Since our conversion to the Community Corrections model, our department has referred to research and most specifically Research Based SMARTER SENTENCING and Minnesota Management and Budget's Adult Criminal Justice and Juvenile Justice Benefit-Cost Analysis "Results First" reports. Research and recommendations from all three reports focus on the imbalance of reliance of incarceration and the growing costs associated with operating under a system that relies on incapacitation to change behaviors. These reports make formal recommendations on departmental practices and report on the cost benefit analysis of various programming/services and criminal justice initiatives. Steele County Community Corrections has followed this research and the recommendations within these reports closely, referred to these reports when planning as a department and will continue to reference the materials as we move forward in our Continuous Quality Improvement and strategic planning initiatives.

Furthermore, and regarding research, our department has recently followed Colorado's innovative response to domestic violence. In our search to be more accurate and effective in our assessment of risk and need with our domestic violence offenders led us to Colorado's innovative creation of the Domestic Violence Risk Needs Assessment (DVRNA). The DVRNA is comprised of 14 empirically based risk factor domains. Eight of the domains are dynamic, allowing it to be used for re-assessment during the treatment process. In addition, in 2007 Colorado decided to revamp the way they assess and supervise domestic violence cases. Colorado's response to improve the way they respond to domestic violence started by creating a Domestic Violence Offender Management Board which has direct connections to the legislature. The primary goals were to follow innovative research to create a new way to assess and supervise these cases. Colorado now uses the DVRNA to place domestic violence offenders into different levels of treatment followed by the utilization of multidisciplinary teams to make recommendations for further care or possible discharge. Our department has reached out to Colorado and had several conversations on what they have learned since 2007. Our department is now connecting Colorado leaders of this initiative to leaders in Minnesota to learn about Colorado's innovative response to Domestic Violence in hopes of providing a more efficient, accurate, and researched base response moving forward.

Juvenile Probation

Juvenile Unit

At the Pre-disposition stage, the juvenile unit monitors juveniles with court ordered, pretrial release conditions; completes court ordered reports to assist the court in making informed, evidence-based decisions; and provides information and coverage for detention hearings as needed.

Post-disposition, the unit supervises juveniles placed on probation or parole for offenses ranging in severity from petty-misdemeanor to felony. The youth assigned to the juvenile unit can range in age from ten to twenty-one, if they have been designated extended jurisdiction juvenile (EJJ). The unit utilizes the Youth Level of Service/Case Management Inventory (YLS/CMI) risk/needs assessment for all delinquents to determine their level of supervision and assist in case planning. The youth are assigned to a probation agent and will typically remain with that agent throughout the duration of their supervision. Probation agents work collaboratively with the juvenile, their family, school staff, Health and Human Services and service providers to provide support and accountability in an effort to improve outcomes for the youth and their family.

A mental health screening is completed pursuant to Minnesota statute and is a brief questionnaire used to detect potential mental health problems. The unit utilizes the (POSIT) Problem-Oriented Screen Instrument for Teenagers. This tool assists probation agents in assessing whether a youth could benefit from a referral to a mental health professional, and whether a mental health professional trained in trauma focused-cognitive behavioral therapy is warranted. Research shows that early identification and intervention improves the quality of life for children and their families with reduced cost of services.

The juvenile unit utilizes a variety of community-based resources to address the juvenile's risk and needs while under supervision. These resources include, but are not limited to; community work service, anger management programming, cognitive restructuring, independent living, theft prevention, drug/alcohol education, impact panels, social skills, and various chemical dependency and mental health services.

When community-based services are not appropriate, or do not meet the juvenile's needs, an out-of-home placement may be considered. Out-of-home placement options vary in length and range from non-secure foster care to a secure juvenile correctional facility.

The juvenile unit consists of two probation agents each with an average caseload size in the upper teens to low 20's.

Diversion

Steele County Community Corrections works collaboratively with the County Attorney's Office who typically refers first time offenses for pre-charge diversion. Successful completion of the diversion program allows the juvenile to avoid prosecution, the formal court process, and a legal

record. Diverting low risk juveniles from the formal court process can improve outcomes and reduce costs while holding youth accountable. The requirements of diversion may include: an education program, restitution, community work service, apology letter, evaluation(s) and/or counseling. The juvenile is assessed a fee for their participation in the program. All fees collected through this program are credited to the department's juvenile restitution account and distributed through the Restitution Reimbursement Program.

In July of 2020, SCCC in collaboration with the Steele County Attorney's office, we restructured eligibility criteria for the Diversion Program. The overall goal was to provide more opportunity for lower level offending youth to take advantage of the Diversion process and allow SCCC Juvenile Staff to spend more time supervising and case managing with higher risk youth. The average monthly caseload count for juvenile diversion is around 10 participants.

Local Juvenile Programming

- Associates in Psychiatry/Psychology
- Fernbrook Family Center
- South Central Human Relations Center
- Fountain Centers
- Big Brothers / Big Sisters
- Minnesota Prairie County Alliance
- Full Circle Counseling and Wellness
- Christian Family Solutions
- Court Solutions Online
- Experiencing Moore
- Crisis Resource Center
- Truancy Court
- CORE Professional Services
- The Mill Street House
- Mental Health Professionals

Juvenile Supervision Standards Grid

Supervision Levels- MALE

RISK LEVEL and YLS/CMI Score	Contact Level	Supervision Contact Goals	Field Visit Contact Goals
Very High (YLS/CMI Score of 32-42)	Enhanced	Minimum of weekly contact (YLS-CMI and Case Plan)	Minimum of one field visit conducted every month
High (YLS/CMI Score of 22-31)	High	Minimum contact twice per month (YLS-CMI and Case Plan)	Minimum of one field visit conducted every other month
Moderate (YLS/CMI Score of 10-21)	Medium	Minimum of one contact per month (YLS-CMI and Case Plan at 15 or higher)	Minimum of one field visit conducted every quarter
Low (YLS/CMI Score of 0-9)	Low	Minimum of one contact every three months (YLS-CMI; Case Plan not required)	Field visits conducted as needed

Supervision Levels- FEMALE

RISK LEVEL and YLS/CMI Score	Contact Level	Supervision Contact Goals	Field Visit Contact Goals
Very High (YLS/CMI Score of 29-42)	Enhanced	Minimum of weekly contact (YLS-CMI and Case Plan)	Minimum of one field visit conducted every month
High (YLS/CMI Score of 20-28)	High	Minimum contact twice per month (YLS-CMI and Case Plan)	Minimum of one field visit conducted every other month
Moderate (YLS/CMI Score of 9-19)	Medium	Minimum of one contact per month (YLS-CMI and Case Plan at 14 or higher)	Minimum of one field visit conducted every quarter
Low (YLS/CMI Score of 0-8)	Low	Minimum of one contact every three months (YLS-CMI; Case Plan not required)	Field visits conducted as needed

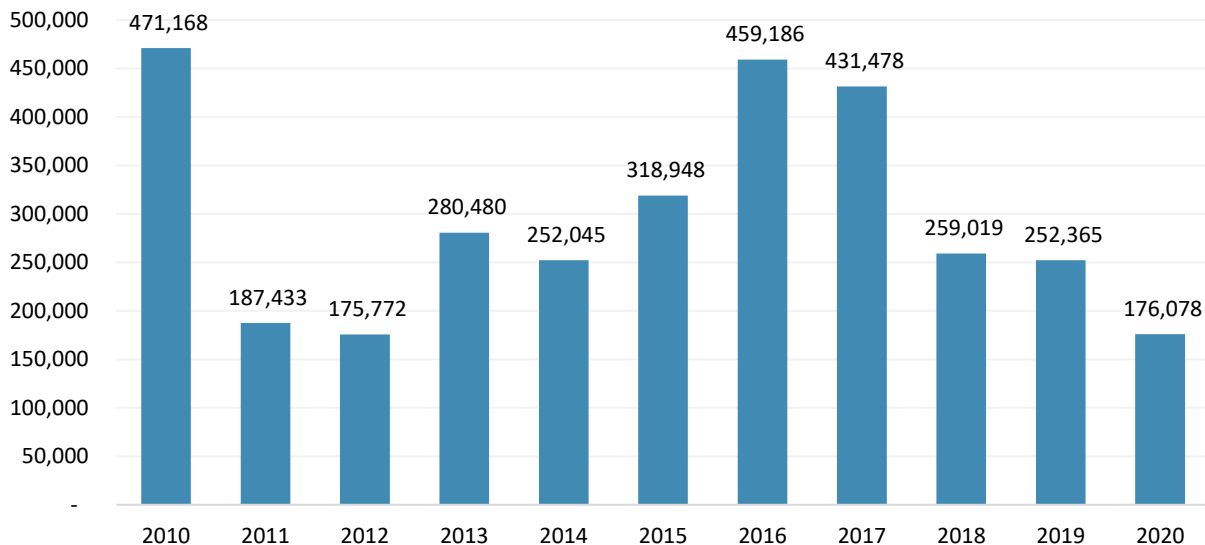
Steele County Truancy Court Program

Building upon the lessons learned from local, state, and national specialty court programs, the Steele County Truancy Court (SCTC) serves students ages 12-16 to address the underlying causes of truancy. The SCTC reinforce the need for and the value of education through efforts from the schools, courts, local government agencies, mental health and CD counselors, families, and the community. The SCTC will provide both sanctions and incentives to students with the goal of improving the student's school attendance and as a result, increasing academic achievement and reducing the child's risk of involvement in the juvenile or adult criminal justice system.

The SCTC will use a ten week (minimum), three-phase process to address habitual truancy. The phases will reinforce not only the legal obligation to attend school, but also the long-term value of education. A case plan will be developed for each student and any appropriate referrals for assessments or counseling will be made. Parents/guardians will also be expected to participate in the SCTC to build families' ability to reinforce the importance of education.

In September 2021, due to uncertainties surrounding the ongoing COVID pandemic, the Court's need to focus on maintaining a high clearance rate, and in order to address backlog of criminal cases created as a result of court shutdowns from the pandemic, Court Administration made the determination that they were not able to accommodate Truancy Court for the 2021-2022 school year. There remains hope that the program will begin again for the 2022-2021 school year and beyond.

Juvenile Out of Home Placement Costs



Adult Probation

The resources provided to clients by the differentiating units may include but are not limited to: community work service/adult work crew, mental health services, alcohol/drug education, chemical dependency treatment, sex offender treatment, parenting classes, individual counseling, anger management programming, domestic abuse programming, driver improvement classes, impact/awareness panels, and/or cognitive restructuring programming.

Pre-Trial Release Evaluations

Pursuant to statute, probation agents complete a bail evaluation prior to the defendant's first appearance in court if they are booked into custody for a qualifying offense. The tool utilized in Steele County is the Minnesota Pretrial Release Evaluation Form and Assessment Tool (MNPAT). The MNPAT was developed by the Pretrial Release Initiative Implementation Steering Committee acting under the direction of the Minnesota Judicial Council. The MNPAT is meant to ensure that judges have the most predictive and least biased information; providing accurate, objective, and useful information for pretrial release decisions.

In Steele County, the MNPAT began to be utilized at the end of 2018 and was a duty assigned to the rotating Agent of the Day to complete. The chart below displays the numbers of MNPAT assessments started and completed by probation agents since that time. The difference between assessments started and assessments completed (submitted to the Court) results from clients being released from custody pending further investigation or the formal charges filed with the Court not being for a qualifying offense requiring the MNPAT to be completed.

Year	MNPATS Started	MNPATS Completed
2018	1	1
2019	191	191
2020	134	131
2021	133	133

*2021 data only includes January 1 to December 1

Pre-Trial Conditional Release

Steele County Community Corrections monitors certain conditions imposed on defendants while they are released from jail during the time between various court appearances until their case is sentenced or they are returned to custody. Examples of conditions monitored include electronic monitoring (SCRAM), random drug and alcohol testing. Face-to-face office meetings may be included as part of pre-trial monitoring. Violations of pre-trial conditions of release are reported to the County Attorney's office and may result court review, the defendant's return to custody, and/or modification of their release conditions.

Intake Unit

The Intake Unit is responsible for the completion of Pre-Sentencing Investigations, risk assessments, completing court-ordered and supplemental assessments/reports, and completing

probation intakes after sentencing. During the probation intake process, probation expectations are reviewed, the client's supervision level is assigned, clients are transferred to appropriate supervision units and resources are provided to the client based on their risk/need and court-ordered conditions. If the client resides out of county/state at the time of intake, the intake unit will complete intra/inter-state transfer requests for the individual to be supervised in their home state/county.

Year	Pre-Plea Sentencing Guidelines Worksheets	Pre-Plea and Presentence Investigations (includes worksheet if applicable)	Sentencing Guidelines Worksheet (No PSI completed)
2017	8	120	1
2018	28	227	7
2019	24	204	1
2020	27	196	4
2021	24	177	15

*2017 data only July 1 to December 31 and the 2021 data only includes January 1 to December 1

Specialized Unit

The Specialized Unit is comprised agents that specialize in Domestic Violence, Sex Offender Supervision and the Drug Court.

Sex Offender Supervision

Adult offenders who are sentenced for a sex-related offense are assigned to a sex offender specific caseload. Sex offenders are considered high risk until they complete the primary portion of sex offender treatment. Supervision consists of face-to-face contact, case management, use of supplemental assessments, DRA's, attendance at weekly sex offender groups, case planning, polygraphs and Carey Guides. Upon completion of treatment and upon the completion of an updated risk assessment showing they are low risk, clients may be transferred to the minimum SO track in which they are required to report in person on a quarterly basis. The sex offender active caseload averages around 25 clients and the minimum SO track averages approximately 20 clients.

Domestic Violence Supervision

The probation agents in the domestic unit work exclusively with clients who have committed an act of domestic abuse pursuant to Minnesota Statute 518B.01, Subd. 2. The primary focus of the domestic violence caseloads is on perpetrators of intimate partner violence. The Domestic Abuse Agents administer the LS/CMI, the Ontario Domestic Assault Risk Assessment (ODARA), and the Domestic Violence Inventory (DVI). The information obtained from those assessments, along with local domestic abuse professional reports, is used to aid in placing clients into the appropriate risk area of supervision. The focus of the probation agent is to increase victim and public safety, hold clients accountable, and promote change in client behavior through appropriate levels of supervision and case management.

Beginning in 2022, SCCC is exploring offering a Domestic Violence Education program which would be facilitated in-house by the two domestic violence probation agents as an alternative to other domestic violence programming.

The domestic unit active caseloads include all risk levels (low to enhanced) and average in the upper 30s to low 40's.

Steele County Domestic Violence Coordinated Community Response Team

The mission of the Steele County Domestic Violence Coordinated Community Response Team (DVCCRT) is to establish and maintain a coordinated, county-wide response to domestic violence that emphasizes offender accountability and rehabilitation, as well as the safety of the victim and the public. The DVCCRT will further this mission through enforcement, education, collaboration, and innovation to end the cycle of violence and the exposure of children to domestic violence in our community, which can create healthy, violence free family units.

The DVCCRT met on a regular basis to discuss critical issues and aspects of how we deal with domestic violence as a community. It is our goal to continuously improve and evaluate our response and how we can come together as a community to better respond and limit these offenses.

Since its inception, the team has participated in several large group meetings for education purposes and mapping the Steele County justice system's approach to domestic violence. Team members have also participated in several small group meetings to create a policy packet for our response to domestic violence in our community.

Members of the (DVCCRT) are comprised from the following stakeholders; Steele County Community Corrections, Steele County Attorney's Office, Public Defender's Office, Judges, a private attorney, Blooming Prairie City Attorney, Blooming Prairie Police Department, MNPrairie, Steele County Detention Center, Rice/Steele 911 Center, Owatonna Police Department, Steele County Sheriff's Department, Crisis Resource Center, South Central Human Relations Center, Owatonna Public School Social Workers, Transitional Housing, Citizen, Public Health, Fernbrook and Court Administration

In 2020, several key members of the DVCCR Team took on different professional roles which resulted in their participation on the team discontinuing. Unfortunately, this also led to ongoing meetings of the team ceasing and progress within the team drastically slowing to a standstill. Moving into 2022 and beyond, the future of the DVCCR team remains unclear.

Steele Waseca Specialty Courts - SWDC Drug Court and DWI Track

Building upon a strong tradition of collaboration and joint cost savings strategies, Steele County and Waseca County began the process of planning and implementing an Adult Drug Court that serves both counties' residents in July of 2013. The Steele Waseca Drug Court (SWDC) directly serves a largely rural area with a combined total of 853.01 square miles and a combined population of 55,760, based on the 2019 US census estimate. The multi-county program has operated since July 1, 2014, as an

Adult Hybrid Drug Court program, serves post-adjudication cases and is administered by Third District Court Judges in Steele and Waseca Counties.

The Steering Committee adopted the Mission of the SWDC: *The Steele Waseca Drug Court collaboratively reduces crime, increases public safety, lowers recidivism, rehabilitates offenders, and re-integrates them into the community with the means to become contributing members of society.* This Mission is put into action through the commitments of the dedicated team members and steering committee, guided by an orientation of continuous education and improvement. As an example of this orientation, Dr. William Wagner, contracted evaluator, completed an 18-month review in March of 2016. The review showed the program reached its maximum capacity of 40 in January of 2015. The program delayed entry for eligible candidates due to the lack of resources to expand capacity and as a result had diminished outcomes. In 2017, SWDC received the Community Justice Reinvestment (CJR) grant and launched two tracks specific to a Drug-track and DWI track that expanded the overall program capacity from 40 to 60 participants. The new DWI track targets DWI specific needs for case management, driver's license restoration, alcohol monitoring, and impaired driving specific cognitive skills programming.

Waseca County operates the SWDC, employs a Treatment Court Coordinator and a CJR grant funded Treatment Court Probation Agent, and manages all budgetary items. SWDC program receives Minnesota Judicial Branch allocated dollars of \$163,800 annually. The State allocation funds one FTE Drug Court Coordinator, contracted defense attorney services, cell phone services, transportation costs, team training costs, drug testing supplies and office supplies. Steele County "in-kind" funds an FTE Steele County Treatment Court Probation Agent to directly serve the program to keep the projected client per agent ratios at 20 or less in combination with the CJR funded Treatment Court Probation Agent. The DOC dedicates a partial position for felony offenders in Waseca County. In calendar years 2017 through 2021, the CJR Grant funded an FTE Treatment Court Agent specific probation agent, training to support facilitating a Driving with Care (DWC) program, DWC program materials, laptop computer, cell phone, travel expenses, agent training, and drug and alcohol testing supplies. The CJR grant awarded \$99,917 for 2017; \$163,076 for 2018-2019; and \$186,372 for 2020-2021. A no cost extension has been granted through March of 2022.

The Drug Court Coordinator performs grant management and reporting. SWDC has extensive successful history of grant management. SWDC was the recipient of a 2014 BJA Adult Drug Court Implementation Grant awarding \$346,604 (closed 9/2017); a 2016 BJA Adult Drug Court Enhancement Grant awarding \$292,920 (closed 3/2021) and has been the ongoing recipient of the MN OJP-DPS CJR grant as a one-year grant in 2017, two-year competitive grant 2018-2019, and two-year renewal grant 2020-2021.

As of August of 2021, the SWDC has served a total of 217 participants between the two Counties. Since its inception there has been 77 graduations and 114 terminations or withdrawals.

Steele Waseca Drug Court (Hybrid Multi-County Treatment Court)

SWDC recognizes the direct connection between substance abuse, co-occurring disorders, and crime and the importance of providing rapid entry into appropriate treatment for persons charged with crimes related to substance use or co-occurring disorders. The SWDC targets non-violent

adult offenders residing in Steele or Waseca Counties with felony or gross misdemeanor level offenses that are high risk/high need on a Risk and Need Triage (RANT) or RANT-DUI, deemed chemically dependent on a chemical use assessment and are willing to participate in the program. SWDC enhances participant strengths and seeks to use positive reinforcement to affect behavioral change. The SWDC differs from traditional probation by offering intensive, personalized, multidisciplinary supervision and providing a strength-based program to promote the participant's ability to change behavior and choose a pro-social lifestyle. Prior to program completion, participants obtain safe-sober housing, employment, a valid driver license, high school diploma or GED, comply with child support, pay all fines, fees and restitution, complete a cognitive behavioral program, complete chemical health treatment, stabilize mental health symptoms, and finally become a member of the *Recovery* community.

The SWDC accepts up to 60 participants across all phases at any one time for supervision. The program is a minimum of 18 months and is progress based with an average participation of 24 months. The SWDC Team consists of the following: Judges, SWDC Coordinator, SWDC Probation agents, law enforcement representatives, prosecutors, defense counsel, Rule 25 Evaluators, treatment representatives, and mental health representatives. The SWDC forges partnerships with various other community partners to comprehensively provide participants with the means to successfully re-enter the community by fostering pro-social relationships and lifestyles in its participants.

SWDC Evaluations

Minnesota Treatment Courts must adhere to the NADCP 10 Key Components and Minnesota Treatment Court Standards. SWDC has participated in extensive evaluations to include the following: American University assessment of the NADC 10 Key Components (2016); Dr. Wagner Eighteen Month Review (2016); Dr. Wagner One Year SWDC DWI Track Process Evaluation (2017); Dr. Wagner BJA Adult Drug Court Implementation Final Report (2017); NADCP assessment of the 10 Key Components (2018); Dr. Wagner's assessment of the DWI Court Model Compliance Checklist (2018); and Dr. Wagner Evaluation Report with Emphasis on Community Justice Reinvestment Grant and BJA Drug Court Discretionary Grant (2019). Finally, Dr. Barbara Carson is currently conducting a Recidivism Study from program implementation in 2014 to July of 2021 to study pre-program offense rates; in-program recidivism; post drug court recidivism at one, three and five years. Overall, the studies have concluded moderate to high compliance with NADCP 10 Key Components, DWI Court Model Checklist and Minnesota Standards. When areas of improvement have been identified, the teams convene and strategize an enhancement plan. SWDC acquired enhancement grants to improve access to mental health services, fund defense attorneys, expand capacity, continue training and continue evaluations. In September of 2018, the teams participated in a NDCI Operation Tune-up and implemented a time task plan to target improvements including revising the phase structure to mirror the NADCP model, clarify team member roles and responsibilities, and improve substance abuse services to provide individualized long-term treatment paired with identified needs with an aftercare component.

Enhanced Unit

The Enhanced Unit is comprised of agents that supervise the gender specific female caseload and the very high risk enhanced male caseload. These caseloads are designed to have smaller numbers of clients to allow for increased supervision, case planning to address specific criminogenic risk/needs, and accountability to ensure public safety to the community.

Gender Specific

Steele County Community Corrections has designed an enhanced/high-risk gender specific caseload for females scoring 24 and above on the LS/CMI. Currently the department has one probation agent assigned to the female specific caseload. The gender specific agent uses evidence-based practices to enhance motivation and to assist in client change. The probation agent completes the Women's Risk/Need Assessment (WRNA) after a client has been placed on the caseload and rapport has been established with the client. This assessment was designed to identify women specific criminogenic needs along with strengths. Females on supervision often have significant trauma and victim history and have needs very different from those of their male counterparts. In addition to general case management, this probation agent along with three other probation agents facilitate "Moving On," a female specific cognitive restructuring program. The active caseload of the gender specific agent averages in the mid 20's.

Steele County Community Corrections will strive to continually examine gender specific data, programing and training to help meet future community and supervision needs for Steele County.

Enhanced Caseload

Steele County Community Corrections provides enhanced supervision for males scoring 28 or above on the LS/CMI. The enhanced supervision program is a two-phase program lasting at least a year or longer and until the client's LS/CMI risk score drops below 28. The enhanced caseload offers more structured supervision and increased accountability. Meetings in the first phase occur at least weekly and can be more frequent depending on client need. Clients on phase two of the program are expected to meet with their agent at least bi-weekly. Field visits are an important piece of the enhanced caseload and can occur at the client's place of residence, employment, etc. Enhanced supervision incorporates the results of the LS/CMI into a case plan that sets goals for clients and guides them through the behavior change process through the use of research-based interventions including cognitive behavioral groups, the Carey 10 Steps to Risk Reduction and referrals to treatment programs if appropriate. The enhanced agent's active caseload averages in the upper 20s to low 30s.

Traditional Unit

Traditional supervision includes clients who have been placed on probation and/or who have been released from prison and have been assessed as high risk (20-27), per the LS/CMI risk assessment tool. Probation agents supervise clients based on risk and criminogenic need. Supervision is guided by the execution of evidence-based strategies to promote positive behavior change by establishing professional rapport, utilizing motivational interviewing (MI) strategies, and creating an individual

client case plan. These contacts may occur at the Community Corrections Department, the client's home, employment or in the community and may take place during non-traditional hours including nights, weekends and holidays. Agents in the traditional unit have average active caseloads in the upper 50s to low 60s.

Group/Low Risk Unit

Clients who have been assessed as low to moderate risk (0-19) per the LS/CMI. Clients in this unit are required to have contact with their probation agent, quarterly or as needed and these visits may take place during non-traditional hours including evenings. In response to the COVID pandemic, these contacts moved from in person to a virtual platform. Clients without the technology to attend virtually or those who are struggling to comply, may report in person. During the meetings, probation agents verify residence, employment status, compliance to and completion of conditions and address any barriers a client may be having with completing their court ordered conditions. The goal with these clients, after court conditions are completed and their LS/CMI assessment/reassessment is 0-10, is to then transfer their supervision to administrative supervision. Administrative clients are not required to report for meetings with their agent. The administrative caseload currently consists of less than 10 individuals. The group caseload averages around 200 clients reporting to their agent on a quarterly basis. This caseload also primarily responsible for supervising the participants in the pre-trial diversion program, which currently averages around 30 participants.

Unsupervised

Clients ordered to unsupervised probation to SCCC are placed on the unsupervised caseload and are not required to meet with an agent regardless of the type or amount of conditions ordered by the Court. All files are reviewed prior to the case expiration date to determine if the client received new arrests, citations, and/or criminal charges. If the client is found to have new arrests, citations, and/or criminal charges, a violation report may be filed with the Court. If the client is complying, the file will be closed at expiration. The average caseload size for the unsupervised caseload is 94 individuals.

Adult Supervision Standards Grid

RISK LEVEL and LS/CMI Score	Supervision Unit	Supervision Contact Goals	Field Visit Contact Goals
Very High (LS/CMI 28+ Males; 24+ Females)	Enhanced Unit	Minimum of weekly contact (Case Plan Required) (Refer to enhanced supervision policy)	Field visits conducted as directed in the Enhanced and ESO Supervision Policies
High (LS/CMI 20-27 Males; 20-23 Females)	Traditional Unit	Minimum of monthly contact (Case Plan Required)	Minimum of one field visit conducted every other month
Medium (LS/CMI Score of 0-19)	Group Supervision Unit	Minimum Quarterly Contact (Group Supervision)	Field visits conducted as needed
Low (LS/CMI Score of 0-10)	Group Supervision Unit or Administrative	Minimum Quarterly Contact (Consider Group Supervision) Minimal contact as necessary (Administrative Supervision)	Group Supervision Unit: Field visits conducted as needed Administrative: N/A

Domestic Unit Standards Grid

LS/CMI Score	ODARA	Supervision Level	Contact Standard Goal	Field Visit Contact Goals
32 or higher	7-13	Enhanced	Weekly	Minimum of two field visits per month
20-31	5-6	High	Bi-Weekly	Minimum of one field visit per month
11-19	4	Medium	Monthly	Minimum of one visit every other month
0-10	0-3	Low	Consider transfer to Group Supervision Unit/Quarterly	Field visits conducted as needed

SCRAM

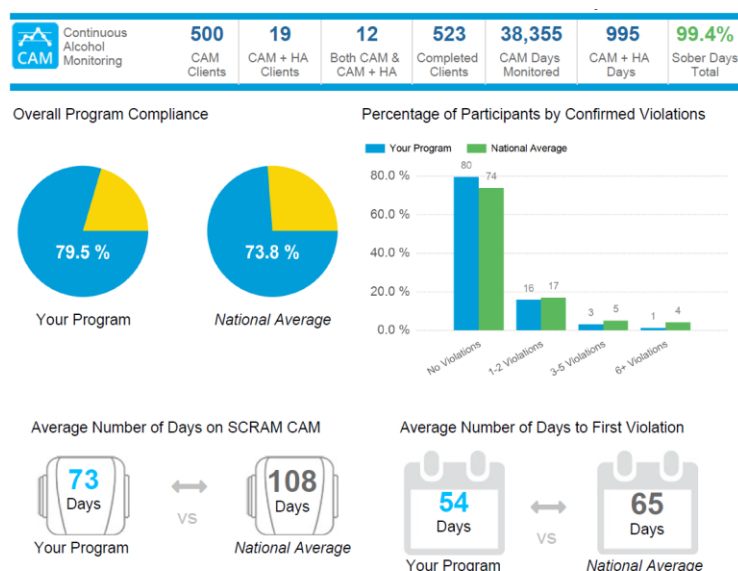
The Secure Continuous Remote Alcohol Monitor (SCRAM) program was implemented in Steele County in 2009. The SCRAM bracelet is a monitor worn around the ankle. It tests insensible perspiration for the presence of alcohol every 30 minutes, 24 hours per day. The program is utilized by those on pre-trial status or sentenced to probation. In addition, the SCRAM bracelet is capable of house arrest technology and is a less costly alternative to incarceration. In order to maintain the SCRAM program and provide ongoing monitoring services during the COVID pandemic, SCCC began renting and utilizing Remote Breath units in lieu of the CAM units typically used in this program. During the fourth quarter of 2020, SCCC reopened the SCRAM program to again utilize the CAM units. The Remote Breath units proved to be a valuable addition to the SCRAM program and can provide a useful alternative to the CAM units for some clients. In 2021, SCCC made the decision to purchase two Remote Breath units to be a permanent addition to the SCRAM program in Steele County.

REAM

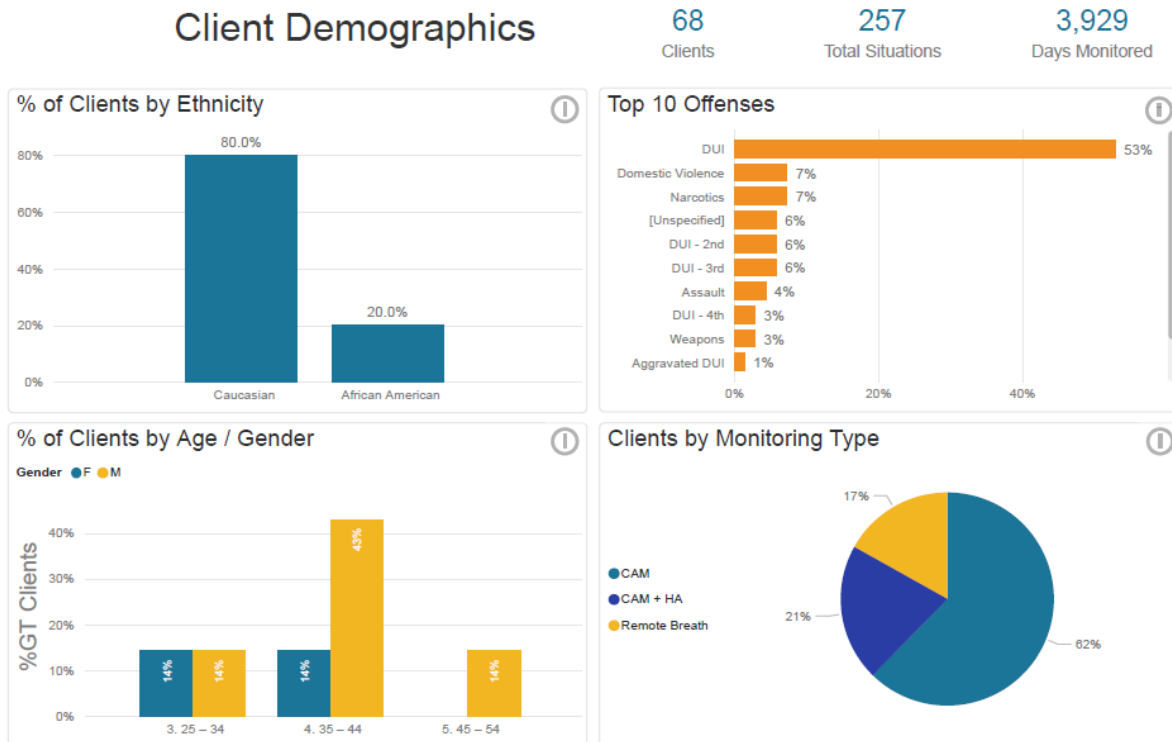
Steele County Community Corrections has been awarded the Remote Electronic Alcohol Monitor (REAM) grant for the 2021/2022 fiscal year. This grant allows the cost of alcohol monitoring be subsidized for low income participants. REAM grants are specifically for adult impaired driving offenders who are considered indigent and are ordered by a judge to be on alcohol monitoring. Clients automatically qualify for the SCCC REAM Program if the Court appoints counsel for him or her since that finding is based on a review of the client's financial status. The REAM grant will then pay 75% of the cost and the participant pays 25%. Since January of 2020 SCCC has used \$14,257.50 of REAM grant funding to offset the cost of monitoring for 52 REAM grant clients.

SCRAM Program Data

Lifetime SCRAM Program Compliance Report



2020 (full year) and 2021 (Jan to Dec) Participant Demographic Data



Culturally Specific

The department consistently looks for culturally specific training opportunities for staff. When making referrals to outside agencies, probation agents take into consideration cultural issues/concerns in addition to their assessed risk, responsivity and criminogenic needs. For clients not proficient in the English language, probation agents utilize language interpretation to help ensure clear and effective communication. As a whole, Steele County does have a diverse population including a number of individuals of Somali descent. Future goals are to take a deeper look into this population and explore how to prevent and react more effectively organizationally and as a Community. SCCC is currently working to update our department's intake form to better capture the demographic data of the clients we serve and ensure this data is entered into CSTS in order to gain a better understanding of the diverse make-up of our client population. This will also provide SCCC management with data for informed decision and policy making around culturally specific responsive supervision.

Offender Housing

Steele County Community Corrections currently does not receive the Intensive Supervision (ISR) Grant, thus we do not typically supervise Level III sex offenders. Adult residential services for ISR offenders who reside in Steele County are supervised by the Minnesota Department of Corrections (DOC). Funding and housing are also determined and facilitated in

these cases by the DOC. Steele County currently has various housing options available for probationers and supervised releasees.

Steele County probation agents make referrals to current housing resources for clients who do not have a residence. Our department currently utilizes; Rachele's Light, Alex House, New Hope Board and Lodge, Kasson board and Lodge, Hospitality House and Women Specific/Male Specific Frazer Recovery Homes. South Central Human Relations Center in Owatonna recently received a grant to create; Project for Assistance in Transition from Homelessness Program (PATH). This program specifically is designed to battle homelessness in our County and directly supports the people we supervise.

Outcome Performance Measures

Continuous Quality Improvement Plan (CQI)

The MACCAC CQI Plan was developed to provide a roadmap for all MACCAC agencies to move forward in implementing EBP with fidelity and quality assurance. All of the MACCAC jurisdictions have committed to incorporating the CQI Plan into their individual comprehensive plans. Effective August 24, 2012, both Phase I and Phase II of the CQI Plan have been approved by MACCAC jurisdictions. However, the organization has agreed that it will only require reporting on outcomes associated with Phase I by the end of 2013. A timeline for reporting of Phase II outcomes has not been established. MACCAC is working on updates for the CQI plan specifically in areas of supervision and evidence-based practices for CCA departments.

The CQI Plan is fairly aggressive, and implementation of several of the objectives may be unattainable for a small agency such as given the resources available. Many of the EBP quality assurance methods involve direct observations, a duty that typically falls to probation supervisors.

Steele County began work on Phase I of the CQI Plan after conversion to Community Corrections in 2017 and subsequently, as we move forward, the plan is revised to constantly improve. Phase I contains specific objectives designed to aid each agency in preparing to use EBP, with quality assurance as a priority. After conversion to Community Corrections in 2017, the Department of Corrections has graciously provided us time to develop policies and practice which will eventually led to keeping track of outcomes. The agency has now progressed to Phase II and III in other core areas which will be reflected in this plan. Moving forward, SCCC will continue to develop and measure outcomes which we will report on in future Comprehensive Plans.

Phase One- Agency Preparedness

Phase One- Agency Preparedness Vision: MACCAC agencies are prepared to foster EBP with quality assurance as a priority.	
Objectives	Narrative Update
Assess the agency's mission/vision and operating principles/policies for alignment with EBP practices.	Steele County Community Corrections' Mission and Vision statements were developed and adopted by the Advisory Board in 2016/2017 as the agency prepared to convert to CCA service delivery model. They were created to support EBP agency wide. SCCC policies and procedures are regularly reviewed and revised to insure they are supported by EBP. This process is continuous and on-going.
Conduct an organizational assessment and evaluate the culture/structure support for implementation of EBP.	In 2019, the SCCC management team, together with the Probation Officer III group, completed the Implementation Deck exercise focused on the agency's strengths and weaknesses around implementation of EBP. This data was used to create specific more EBP practice, education, and accountability throughout the agency.
Develop an EBP plan to guide implementation strategies and progress.	EBP planning and implementation is completed by the management team with input from agents and corrections stakeholders. EBP planning is continuous and on-going.
Ensure staff's participation in EBP through communication strategies and/or involvement in a task force.	EBP research and other related literature that drives EBP policy decisions are made available to staff for review and discussion. EBP initiatives and implementation are regularly incorporated and discussed in monthly staff meetings. EBP skill practice and feedback regularly occurs using Communities of Practice and an SCCC Screening Team. This is continuous and on-going.
Develop a plan that outlines methodology for tracking outcomes.	SCCC is working to further develop a plan and a validated method for tracking outcomes. This is continuous and on-going.
Define actual outcomes to establish a baseline and to establish a process to measure outcomes annually.	SCCC will develop and evaluate baseline EBP outcome data as outlined in phase two and three of this plan. SCCC will also develop, collect and evaluate recidivism and other outcome data. This is continuous and on-going.
Ensure hiring strategies and performance expectations are aligned with EBP.	SCCC will utilize the MACCAC Supervisor Competencies CQI plan/recommendations regarding hiring and staff development. All performance evaluations incorporate measures that assesses each probation agent's adherence to EBP.

Phase Two- EBP Implementation with Quality Improvement Measures

Effective Alliance:

Phase Two- Effective Alliance Vision: All agents are proficient in professional, effective alliance techniques.			
Objectives	Agency Determined Data/Benchmarks/Baseline	Target	Agency Outcome
Define agent/client relationship including boundaries	100% of the probation agent staff have completed basic training such as core correctional practices, MI I & II, and COP sessions to gain understanding on the components and importance of effective alliance when working with clients.	100% of targeted service delivery staff are trained in effective alliance.	100% of targeted delivery staff are trained in effective alliance.
Establish importance and strategies for implementation of effective alliance.	0% of probation agent staff have had some type of observation process or tool completed.	100% of targeted service delivery staff have been observed to assess effective alliance skills.	0% of probation agent staff have had some type of observation process or tool completed.
Train Agents on the 14 effective alliance traits.	An effective alliance survey tool has not yet been identified.	Identify an effective alliance client survey instrument and complete it on all service delivery staff.	An effective alliance survey tool has not yet been identified.
Implement a client survey tool to measure agent/client effective alliance	The SCCC management team has implemented an Evidenced Based Review caseload audit. Additionally, monthly individual meetings between the probation agents and the management team focus on the agent's daily use of EBP in their caseloads, feedback, and coaching.	100% of targeted service delivery staff will have a supervisory assessment/audit completed at least annually.	100% of targeted service delivery staff have had a supervisory assessment/audit completed at least annually.
Ensure supervisory assessment/audit plan includes assessed effective alliance traits.			

Motivational Interviewing:

Phase Two- Motivational Interviewing Vision: All designated probation agents effectively engage the client in targeting those behaviors and criminogenic needs that impact recidivism.			
Objectives	Agency Determined Data/Benchmarks/Baseline	Target	Agency Outcome
Establish standards for MI as adopted at the agency level. Provide training for all staff on MI I and MI II by certified trainers. Establish supervisory expectations for coaching and for evaluating staff. Continue applied still practice and feedback in order to retain MI skills.	100% of probation agents and management have completed MI I and MI II training by certified trainers. 100% of administrative assistants have completed the full MI I training by certified trainers. SCCC has implemented an MI Training Plan which will include the implantation of a taped client interview which will be soft coded by a certified MI trainer for support, training, coaching, feedback and evaluation of individual skills in MI. This coding process is scheduled to begin in 2022.	100% of targeted service delivery staff and management receive MI I and MI II or equivalent training by a certified trainer. 100% of non-service delivery staff receive basic MI training by a certified trainer. 100% of targeted service delivery staff have been observed to assess their utilization of MI skills in a client meeting.	100% of targeted service delivery staff and management have received MI I and MI II or equivalent training by a certified trainer. 100% of non-service delivery staff have received basic MI training by a certified trainer. 0% of targeted service delivery staff have been observed to assess their utilization of MI skills in a client meeting.

Risk Assessment:

Phase Two- Risk Assessment Vision: All targeted clients' criminogenic risk& needs factors are properly assessed.			
Objectives	Agency Determined Data/Benchmarks/Baseline	Target	Agency Outcome
Establish standards for risk assessment as adopted at the agency level. Implement an initial criminogenic risk/needs assessment on targeted cases. A pre-screening tool is utilized on clients who otherwise would not receive an initial risk/needs assessment. Appropriate trailer assessments are completed on clients involving sex crimes, domestic violence, and female specific. A reassessment of criminogenic risk/needs is completed on all cases where supervision level needs to be redetermined according to agency population. Risk/Need scores drive level of supervision.	Develop an audit process to determine the completion rate of risk assessments completed at PSI/PDI at intake for the target populations. SCCC utilizes the LS/CMI and/or the YLS 2.0 assessment tools. Develop an audit process to determine the completion rate of pre-screen assessments completed for the non-targeted client population. SCCC utilizes the LSI-R: SV and YLS Pre-Screen Tools. Develop an audit process to determine the completion rate of trailer assessments for specialized caseloads. Agents are trained in and utilize the ODARA, WRNA, and DRA assessment tools. Develop an audit process to determine the completion rate of reassessments. Client supervision and caseload assignment is determined by their assessed risk score.	100% of the targeted client population audited will have an initial risk/needs assessment completed within 60 days of sentencing or intake for adults and/or 30 days of disposition or intake for juveniles. 100% of the non-targeted client population audited will have a pre-screen completed within 30 days of sentencing or intake. 100% of audited clients identified as high-risk and within a specialized population will be assessed for risk/needs with a trailer assessment. 100% of the targeted client population audited will have a reassessment completed at least annually for adults and six months for juveniles.	SCCC management team began conducting Evidenced Based Review caseload audits in 2019 on each probation agent as part of their annual performance review process. However, data was not collected on the target objectives. Data collection for these objectives will begin in 2022 and will be available for reporting in future Comp Plans.

Case Planning:

Phase Two- Case Plan Vision: All targeted clients' dynamic criminogenic risk factors are addressed.			
Objectives	Agency Determined Data/Benchmarks/Baseline	Target	Agency Outcome
Complete agent skill training. Identify a target population requiring a case plan. Establish standards for a criminogenic based case plan as adopted at the agency level.	100% of probation agents and management have completed case plan training. The SCCC management team will implement a standardized case plan tool for utilization in client case management. The SCCC management team will implement an Evidenced Based Review caseload audit as part of the annual performance evaluation process for probation agents. 100% of probation agents and management participated in the Carey 10 Steps Case Management Training in 2019. Probation agents participate in monthly COP's which focus on case planning and case management.	100% of targeted service delivery staff complete case plan training. 75% of target population has a case plan completed. 25% of target service delivery staff's case plans audited annually for quality assurance. 50% of goals on audited case plans addressed top four criminogenic needs. 100% of target service delivery staff receiving annual effective case management booster sessions.	100% of probation agents and management have completed case plan training including Carey 10 Steps. SCCC has not implemented a standardized case plan tool. Service delivery staff have not participated in any case management booster training sessions. Probation agents participate in monthly COPs which focus on case planning and case management.

Cognitive Behavior and Coaching:

Phase Two- Cognitive Behavior and Coaching: All targeted clients 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. Select research based cognitive behavior curriculum(s) based on target population. Train cognitive behavior facilitators by a master certified trainer. Train staff in using cognitive behavior skills exercises in individual meetings with clients through explaining, describing, feedback, modeling, skill practice, feedback, and homework. Assess staff in their use of cognitive behavior skill exercises during individual meetings with clients.	SCCC has selected the Thinking for a Change, Driving with Care, Moving On curriculums. Staff also utilize the Carey 10 Steps. SCCC is also exploring options for COG based domestic violence programming. 100% of probation agents have been trained in at least one cognitive behavioral curriculum. 100% of probation agents have been trained in recognized one on one cognitive skill strategies for working with clients on an individual basis. SCCC has not yet selected a survey, case audit tool, or observation tool to assess this target.	100% targeted service delivery staff are trained by a master trainer certified in a curriculum. 100% of targeted service delivery staff are trained in recognized one on one cognitive behavior skill strategies for working with clients on an individual basis. 100% of high-risk clients had the opportunity to complete a client survey, case audit tool, or observation tool used to gauge staff's delivery of individual cognitive behavior skill exercises.	100% of probation agents have been trained in at least one cognitive behavioral curriculum. 100% of probation agents have been trained in recognized one on one cognitive skill strategies for working with clients on an individual basis. SCCC has not yet selected a survey, case audit tool, or observation tool to assess this target.

Phase Three- EBP Implementation with Fidelity

Motivational Interviewing:

Phase Three- Motivational Interviewing Vision: All designated probation agents effectively engage the clients in targeting those behaviors and criminogenic needs that impact recidivism.

<i>Objectives</i>	<i>Agency Determined Data/Benchmarks/Baseline</i>	<i>Target</i>	<i>Agency Outcomes</i>
Provide ongoing training for new staff on all phases of MI by certified trainers. Continued role modeling and skill practice by targeted staff and management in order to retain MI skills. Increased competency in all trained staff's use of MI. Supervisors receive adequate training to effectively audit MI skill set.	SCCC has implemented an MI Training Plan which will include 4-6 Booster training sessions each year for probation agents. The MI Training plan also includes the implantation of a taped client interview which will be soft coded by a certified MI trainer for support, training, coaching, feedback and evaluation of individual skills in MI. This coding process is scheduled to begin in 2022.	100% of targeted service delivery staff and management attend MI booster sessions. 100% of targeted service delivery staff are assessed as competent based on evaluation method including observation.	83% of targeted service delivery staff and management attend MI booster sessions. Soft coding of client meetings will begin in January 2022.