



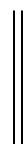
DFO Community Corrections



2021 -2022 Comprehensive Plan

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1 2019-2020 HIGHLIGHTS

Agency Changes, Staff Training and Education

- In Spring 2019, a vacant FTE was repurposed to add a second Community Corrections Development Specialist position. This position is dedicated to implementing agency wide EBP concepts, measuring program fidelity, quality improvement, and training and staff development.
- In July 2020, the Olmsted County Board approved the formation of the Diversity, Equity, and Community Outreach Team. This is a local option that integrates law enforcement, corrections, and social services to work better together. In addition to managing the Pretrial Services Team, there will be an expansion and formation of a Community Outreach Team. This team will respond and assist in public health concerns related to mental health, poverty, and chemical addiction.
- The Team of Champions, an internal subgroup to the larger Olmsted County Diversity and Inclusion Group, continues to inform and address discrimination and disproportionality while promoting equitable outcomes in our community.
- Staff were offered two separate all-staff diversity training sessions.
- Eight DFO staff have been trained and stood up an internal Peer Support Team. This team has been instrumental in providing support when trauma or stress impacts staff. Following the closure of the Olmsted County Juvenile Detention Center, this team was integral in offering support to staff experiencing reassignment to other Olmsted County positions.
- Our Director met with adult clients to discuss their experience on probation with DFO¹. Volunteers were sought the morning of the recording to allow for an organic, genuine representation. The client and supervising agent were interviewed individually.

Evidence-Based Programming

- All probation staff have been trained in DFO 2020, our practice model of community supervision, to utilize in client interactions. We are in the process of implementing our peer coaching model as a component of DFO 2020.
- In 2018, DFO probation staff were trained by the University of Cincinnati Corrections Institute on Cognitive Behavioral Interventions for Substance Abuse (CBI-SA). Shortly thereafter, DFO began facilitating this curriculum to adult male and adult female clients in Olmsted and Fillmore counties.
- The contractual partnership with a local community provider continues which allows for cognitive-based programming to be delivered to clients in rural areas and during non-traditional business hours.
- Selected by the National Institute of Corrections to consider the feasibility and readiness to integrate the dosage model into our DFO 2020 Practice Model for client supervision.

Adult Services

- Fully implemented pretrial programming mitigating the practice of financial ability determining liberty while pending prosecution.

¹ View the video by searching “Olmsted County Community Corrections’ Approach to Probation” on YouTube or follow this link: <https://www.youtube.com/watch?v=60TbR7isTRM&t=8s>

- Olmsted County's Health, Housing and Human Services (HHH) division was able to allocate supportive housing dollars to use toward risk mitigation and a master leasing program. Representatives from DFO and Housing Redevelopment Authority are working together to earmark some of these opportunities specifically for corrections clients.
- Olmsted County Drug Court has created two separate gender-based tracks.
- Established the 45-day restructure program in concert with DOC to work with technical violators in the community setting.

Collaborative Efforts

- Damascus Way, which largely houses clients with DOC Work Release, Challenge Incarceration Program, and Intensive Supervised Release, has served over 116 clients since our last report. This housing program has significant levels of success transitioning clients out to longer term, stable, community-based housing after their stay concludes.
- The Damascus Way apartments continue to serve a broader group of clients who can afford a modest rent and need limited staff supervision. This housing assists those who may find barriers with other housing options due to their criminal histories.
- A partnership with Olmsted County Public Health offers a home visiting program to female probation clients who are pregnant or have young children.
- A bonding bill was passed, and groundbreaking occurred in June 2020, for the Southeast Regional Crisis Center with services expected to be available in Spring 2021. DFO management, along with representatives from Olmsted County's HHH division and community stakeholders are working together on this initiative.
- The Continuous Improvement Team continues to partner with Olmsted County's Continuous Improvement and Analysis Unit to allow for consistent and reliable data collection and information sharing to both internal and external stakeholders.
- Communication efforts continue to educate both internal and external customers on probation services to allow for greater collaboration. Specifically, monthly meetings between DFO management and Rochester Police Department leadership allow an opportunity to better understand the evolution of our work in alignment with best practices.

Juvenile Services

- Juvenile Corrections is collaborating with Rochester Public Schools and surrounding districts, the County Attorney's Office, and Youth Behavioral Health to develop early intervention responses and protocols to further develop the Truancy Intervention Program.
- Olmsted County's Juvenile Diversion Program has collaborated with Olmsted County Public Health, Olmsted County Attorney's Office, Rochester Police Department, and the Rochester Public School District to implement a Diversion response to vaping in schools to minimize out-of-school suspensions with public health and diverted responses, along with de-criminalizing youth.
- Trends in Juvenile Delinquency placements are down from where they were in the last five years. More effort is placed on providing skill development and stabilization for the youth in their families.

- The Olmsted County Juvenile Detention Center closed June 2020 stemming from the on-going trend of decreased incarceration of youth who do not pose an imminent public safety risk.
- A new addition to our contract with 180 Degrees Von Wald Group Home was recently developed to provide a lesser restrictive alternative to detention for emergency placement needs due to criminal behavior when imminent public safety is not a factor.
- A Family Violence Workgroup has been established to address youth who engage in family violence with the goal of providing appropriate services to youth and families at the on-set of law enforcement responding to a call for service to provide opportunities to respond innovatively and not necessarily criminally, depending on risk and need. This collaborative includes DFO Community Corrections, Youth Behavioral Health, Child Protection, County Attorney's Office, Public Defender's Office, Rochester Police Department, Olmsted County Sheriff's Office, and Southeast Minnesota Mobile Crisis Unit.

Victim Services

- In 2019, volunteers contributed 6,463 hours to victims through the Victim Services program, allowing us to maintain a high level of service to our customers in a constrained budget environment.
- Victim Services has maintained our primary prevention education in public and private schools reaching 13,000-16,000 students per year, grades five through college.
- To date, Victim Services has provided training and education to more than 20,000 systems professionals and community members around exploitation and trafficking throughout our 11-county region in Southeastern Minnesota.
- Since its inception, Safe Harbor has served over 700 survivors of sex trafficking, exploitation, and those at high-risk.
- Since 2014, Olmsted County Victim Services Safe Harbor staff have chaired the Olmsted County Human Trafficking Taskforce, which meets on a quarterly basis. The task force consists of the major systems partners we collaborate with, including Rochester Police Department, Olmsted County Sheriff's Office, Probation, Child Advocacy Center, Mayo Emergency Department, Social Services, IMAA, Lutheran Social Services, and the FBI.
- In July 2020, Olmsted County Victim Services received Safe Harbor Supportive Services and Regional Navigator grant funding for another three years.
- In 2020, the Safe Harbor team completed a community needs assessment across the 11 counties we serve and created the Southeastern Minnesota Safe Harbor Resource Guide to be distributed to our systems partners and throughout the state.
- Probation staff have partnered more closely with Victim Services in referring clients to Safe Harbor and consulting during case staffing. Additionally, several probation staff have been trained to aid Victim Services clientele in need of assistance in completing a Harassment Restraining Order.
- Over the last year, the Olmsted County Adult Detention Center added a kiosk that allows inmates to email a request for services directly to Victim Services if they are a victim of a crime while in jail.
- In Fall 2020, Victim Services will be partnering with the Intercultural Mutual Assistance Association (IMAA) to offer an outreach criminal advocacy clinic for IMAA clients to meet the need of domestic violence, sexual assault, and trafficking victims.

COVID-19 Pandemic Response: Business Operations

- Tremendous effort was given to prepare staff to provide robust case management during remote operations due to the pandemic. Fortunately, transitioning to a paperless operation over the last few years made this possible.
- All staff had laptops issued several years ago making remote work possible. Additionally, within a short window of time, staff were equipped with call features to route calls from their office phone to their mobile device.
- Access to leadership was enhanced with the County Administrator, Division Director and Department Director providing weekly updates and Q&A sessions.
- Momentum was not lost as we continued forward in holding recurring meetings via video with our Joint Powers Board, Task Forces, Continuous Improvement Team, and various other workgroups.
- We capitalized in the ability to work remotely and offered unique opportunities for staff to participate in a variety of professional development opportunities to include book discussions, multiple refreshers on various EBP principles and practices, and implementation of regular Community of Practice sessions.
- Staff were offered the opportunity to watch the documentary *13th* and participated in a discussion to share takeaways and discuss actionable next steps.
- A telecommuting work group was created to explore employee engagement and customer service while working remotely.
- Many staff volunteered, in a variety of positions, to lend effort to the Emergency Operations Center (EOC) while maintaining their role in DFO. Additionally, some staff were reassigned to a role within the EOC for a significant period of time.

COVID-19 Pandemic Response: Client Services

- Video software platforms were made available for staff to utilize to connect with clients. To date, over 1,750 client video visits have occurred in Probation and Victim Services.
- A waiver was put in place to allow for video or telephone contacts in lieu of face-to-face contacts for Child Welfare-Targeted Case Management requirements.
- Staff facilitated numerous virtual cognitive skills classes in all three counties.
- In May 2020, staff were trained and provided access to engage in two-way texting with clients via their computer.
- In July 2020, to aid in the delivery of cognitive-behavioral interventions with clients, DFO purchased licenses for The Carey Group's electronic "Tools on Devices." This allows staff to register clients in the database, assign worksheets, and review completed worksheets returned by clients via their electronic device. Many clients are registered, and we will continue to build on this effort.
- Surveyed clients to understand the impact of our operations on them during remote work.
- Olmsted County Drug Court continued operations remotely.
- DFO is uniquely positioned within the HHH Division allowing additional access to food support and means to provide for basic needs.

2 2021-2022 CHALLENGES

Community Resources

- Anticipation of budget impact due to COVID-19. While Government resources may decrease, the client need may increase.
- Leveraging local service providers to enhance their alignment with correctional best practices in their delivery of service to clients.
- Identifying community partners equipped to offer cognitive-behavioral programming that supports dosage probation.
- Stakeholder hesitancy in supporting the transition of corrections work from conditions-based to client-centered.
- Our clients continue to face barriers related to transportation and housing which impact their ability to have the greatest opportunity for success.
- Minnesota is making progress in reducing our incarcerated population both in jails and prisons. Often, those reductions subsequently increase community supervision numbers. It will be important for the funding to follow the workload shifts likely to occur as a result of reducing those who are detained.
- The concepts of the Justice Reinvestment Initiative (JRI) can be applied at both State and County levels. Although JRI would be an initiative worth exploration by the State the concepts can be implemented at a County level and must be considered in local decision making as well.

Service Delivery and Communication

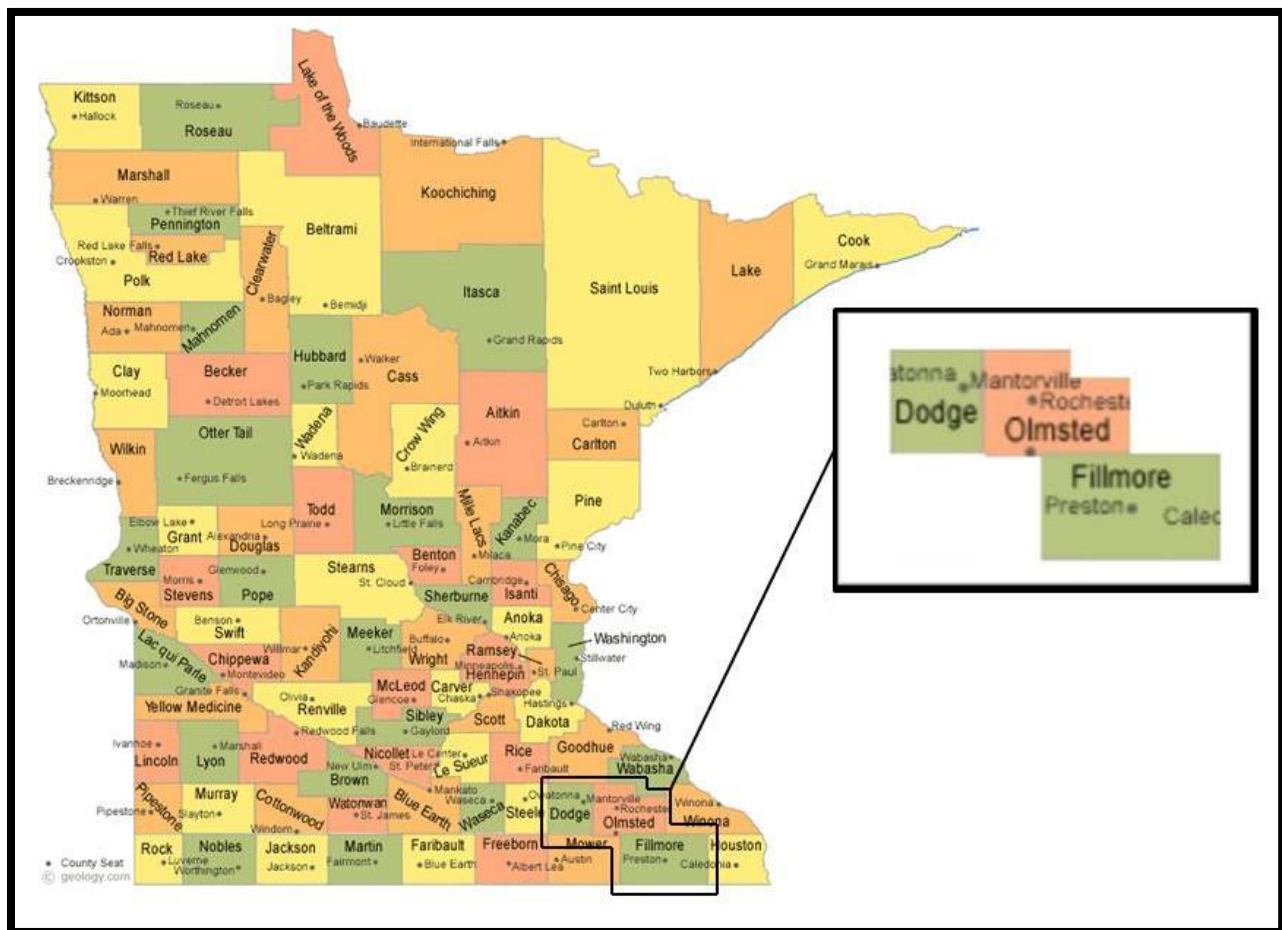
- The research is clear regarding the positive impact of cognitive skills-based curriculums for justice involved individuals. We have a responsibility to increase the number of referrals of high-risk clients to cognitive skills programming.
- Our Department is moving in the right direction as it relates to becoming a true evidence-based organization. As we make changes to our practice, it will be important to continue the education process with system partners about our practice model for clients.
- We have designed, trained, and implemented our DFO 2020 Practice Model within probation. We must now develop a practice model that serves clients of Victim Services.
- The Criminal Justice System has long been disproportionally made up of people of color and disparities exist within the system that exacerbate the problem. Community Corrections agencies, like DFO, need to examine their internal practices to ensure they are not contributing to disparities.
- Risk assessment tools are critical components of an evidence-based approach to community supervision and rehabilitation. It will be important for agencies to continue improving risk assessment and case management tools.

Quality Assurance

- It will be important to implement and sustain a peer-to-peer coaching model to support our DFO 2020 Practice Model while increasing impact and effectiveness.
- The Continuous Improvement Team has identified measures that will increase fidelity and track important outcomes. We need to embed greater levels of quality assurance into our core practices with clients and victims as this will increase efficiencies and improve outcomes.

3 INTRODUCTION

Dodge, Fillmore, Olmsted (DFO) Community Corrections is in Southeastern Minnesota and placed under the umbrella of Health, Housing, and Human Services (HHH) in Olmsted County. Dodge and Fillmore County Probation and Supervised Release services are separate units housed in their respective courthouses and managed from Olmsted County. Probation services are similar in Dodge, Fillmore, and Olmsted counties with common goals and outcomes. Due to smaller probation volume and FTEs in Dodge and Fillmore, specialization (specialized caseloads) is not as developed. However, resources are shared, and clients are transported, or staff travel to clients, as needed.



3.1 LOCATION AND DEMOGRAPHICS

County Overview	
<u>Olmsted County</u> Population: 158,293 Households: 68,153 County Seat: Rochester	According to the U.S. Census, population from 2010 to 2019 has risen by 9.7% for Olmsted County and 11.3% for the city of Rochester. This trend continues with projected population currently estimated at 158,293. Rochester has a population of 118,935 and is the third largest city in the state. Rochester consistently ranks among the best places to live in America, and is home of the world-renowned Mayo Clinic, the region's largest employer. The county ranks eighth in population size among Minnesota counties.
<u>Fillmore County</u> Population: 21,067 Households: 10,084 County Seat: Preston	From 2010 to 2019, the population has largely remained the same (1% change). According to the U.S. Census, population is currently estimated at 21,067. The county is one of the state's richest farming areas and consistently ranks near the top in cattle production and is in the top ten in the state for dairy, hog, corn, hay and alfalfa production. A large part of the county's heritage is the Amish culture, with a community in Harmony being the largest in Minnesota. The county ranks 47 th in population size among Minnesota counties.
<u>Dodge County</u> Population: 20,934 Households: 8,406 County Seat: Mantorville	According to the U.S. Census, population from 2010 to 2017 has risen by 4.2% with population currently estimated at 20,934. The county's chief industry is agriculture (dairy and diversified farming). The county is one of the largest soybean producers in the state. A significant percentage of residents commute to jobs outside the county. The county ranks 48 th in population size among Minnesota counties.

DFO Race & Ethnicity Demographics²

Residents of Dodge and Fillmore counties overwhelmingly identify as White (non-Hispanic/Latino). While a large majority of Olmsted County residents identify as White (non-Hispanic/Latino), there is representation from other racial groups within the county.

County Race Demographics (2019)					
County & Population	White	Black / African American	American Indian / Alaskan Native	Asian / Pacific Islander	Two or more races
Dodge - 20,934	96.4%	.7%	.4%	.9%	1.6%
Fillmore -21,067	97.5%	.5%	.2%	.8%	1%
Olmsted -158,293	83.6%	6.9%	.4%	6.7%	2.5%

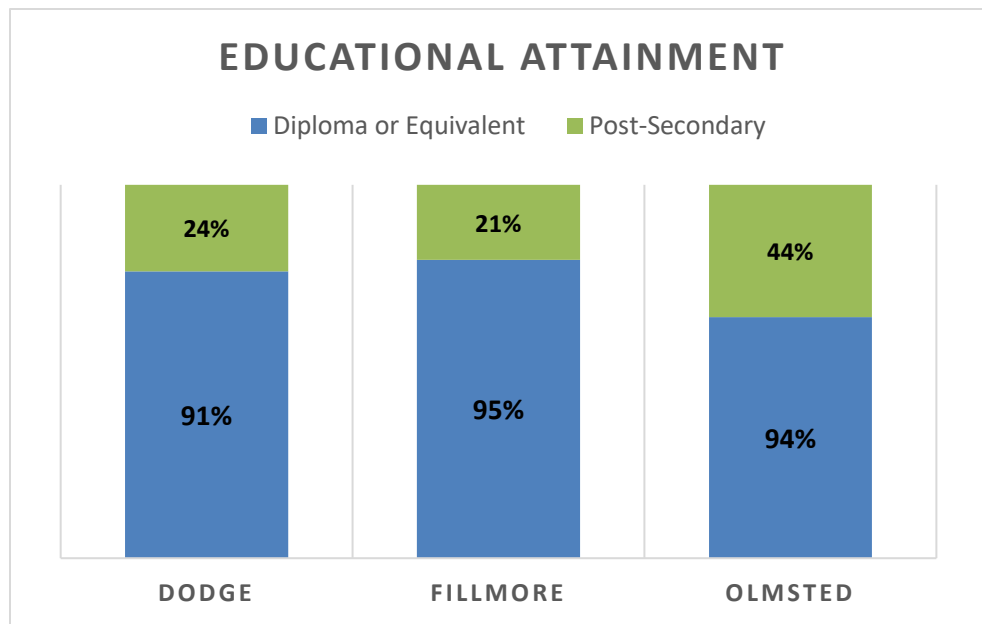
County Ethnicity Demographics (2019)		
County & Population	White (not Hispanic / Latino)	Hispanic / Latino
Dodge - 20,934	91.9%	4.9%
Fillmore -21,067	96%	1.8%
Olmsted -158,293	79.1%	5.2%

² Source: US Census Bureau [State and County Quick Facts, July 1, 2019 Population Estimates](#)

3.2 EDUCATION

Rochester Public Schools (RPS) is the seventh largest district in the State of Minnesota spanning more than 218 square miles. The Rochester area includes six separate school districts with enrollment over 18,000 students in public schooling and an additional 2,500 students enrolled in parochial schooling.

Southeast Minnesota has a high level of educational attainment. Dodge, Fillmore, and Olmsted have over 90 percent of adults with a high school diploma or equivalent. Over 94% of adults in Olmsted County have a high school diploma with Dodge and Fillmore at 91% and 95% respectively. Per the Minnesota Department of Education, in 2018, 67% of graduates from RPS were enrolling in college in the fall which was comparable to the statewide levels for college enrollment at 66%³. Continued education is present as Olmsted County has 44% of residents with post-secondary education while Dodge has 24% and Fillmore has 21%⁴.



Higher education in Southeast Minnesota can be found both at the community college and university level. Rochester offers access to The University of Minnesota Rochester (UMR), Mayo School of Health-Related Sciences, Saint Mary's University, and Rochester Community and Technical College. Each school has a unique academic program with a variety of programs, associate, undergraduate or graduate degrees, and research opportunities. Additionally, within 50 miles of Rochester, the largest city in the region, there are more than 15 higher education institutions to access.

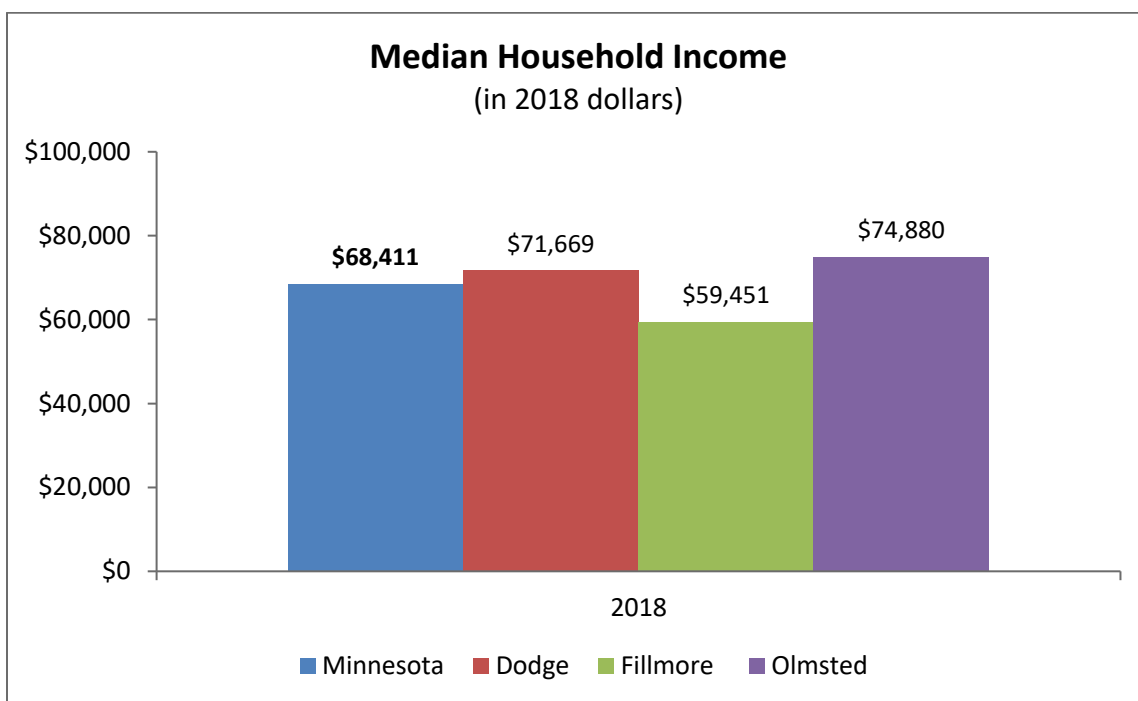
³ Source: MN Department of Education [Minnesota SLEDs](#)

⁴ Source: US Census Bureau [State and County Quick Facts, July 1, 2019 Population Estimates](#)

3.3 ECONOMY

Income

Wages in the region are better than in many Greater Minnesota regions, and they are highest in utilities; professional, scientific, and technical services; and public administration. Top employing industries are healthcare and social assistance, manufacturing, and retail trade⁵. More so than most regions, Southeast Minnesota's economy is dominated by very large employers in these key industries that exert a powerful influence on the region's workforce makeup and business environment. In 2018, median income for the state of Minnesota was \$68,411 compared to \$71,669 in Dodge County, \$59,451 in Fillmore County and \$74,880 in Olmsted County⁶.

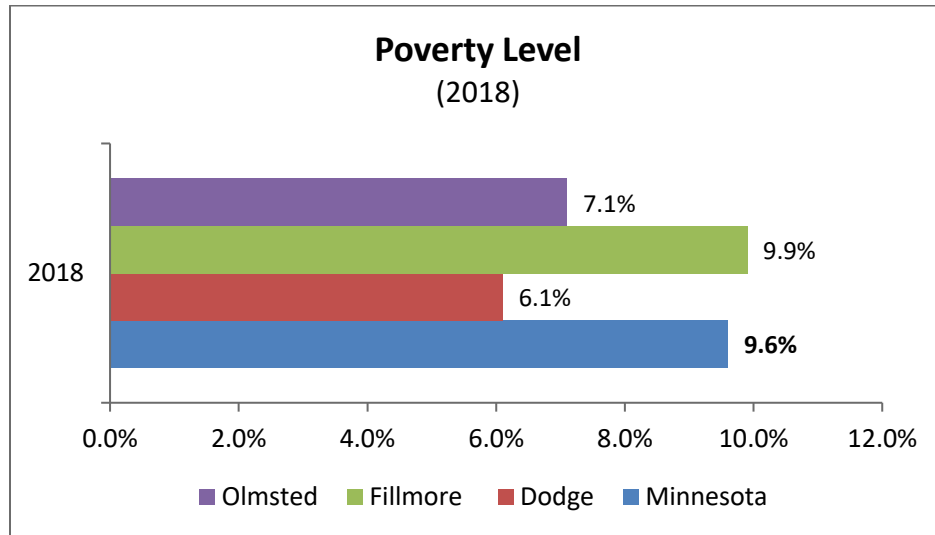


⁵ Source: Data USA, <https://datausa.io/profile/geo/olmsted-county-mn/#economy>

⁶ Source: US Census Bureau [State and County Quick Facts, July 1, 2019 Population Estimates](#)

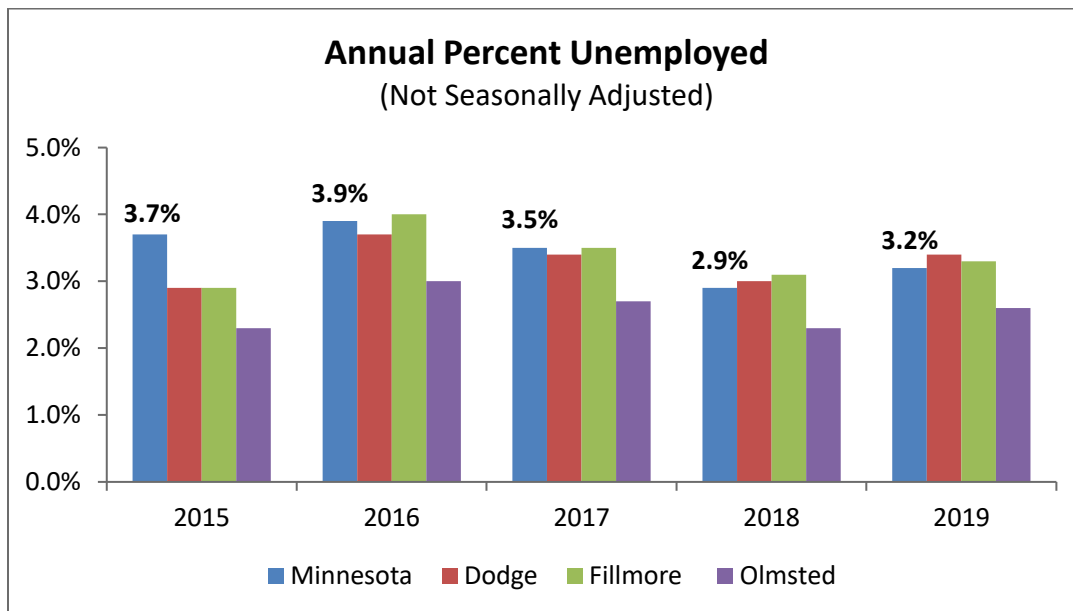
Poverty

In 2018, the percentage of people below the poverty level in Dodge and Olmsted counties was below the state average of 9.6% (6.1% and 7.1%, respectively) while Fillmore County was just higher at 9.9%.⁷



Unemployment

As in years past, the annual average unemployment rate for 2019 shows all three counties to be comparable to Minnesota's statewide rate of 3.2%.⁸



⁷ Source: US Census Bureau [State and County Quick Facts, July 1, 2019 Population Estimates](#)

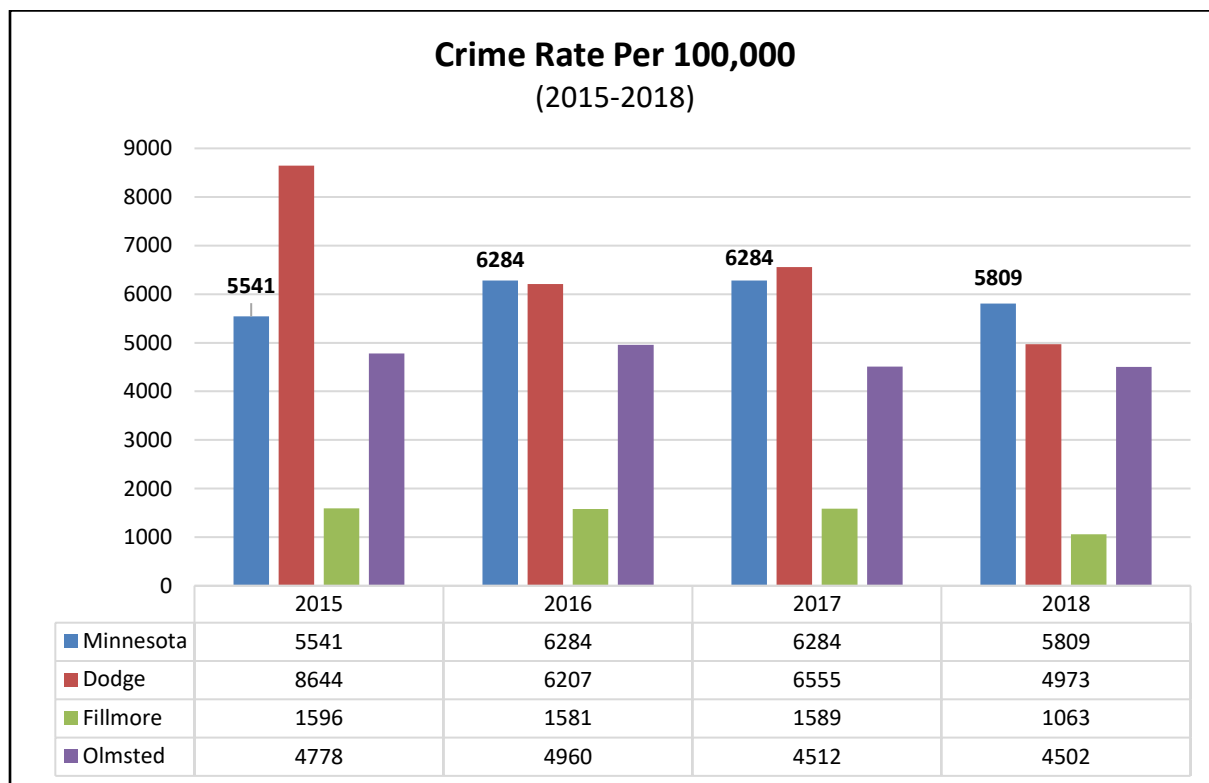
⁸ Source: Bureau of Labor Statistics, <https://www.bls.gov/lau/#tables>

3.4 CRIME INFORMATION

The following data was obtained from the Minnesota Department of Public Safety. Readers are cautioned not to draw conclusions from trends, rather than year-to-year variations. Large changes from one year to the next are likely to be caused by definition changes, reporting methodology, or crimes taking place late in the year, which are not reported until the following year. Based on national FBI definitions, reported crime is broken into two categories, Part I (major crimes) and Part II (minor crimes). Below is information showing both the cumulative total and the breakdown of these individual categories.

Total Crime Rate (2015-2018)⁹

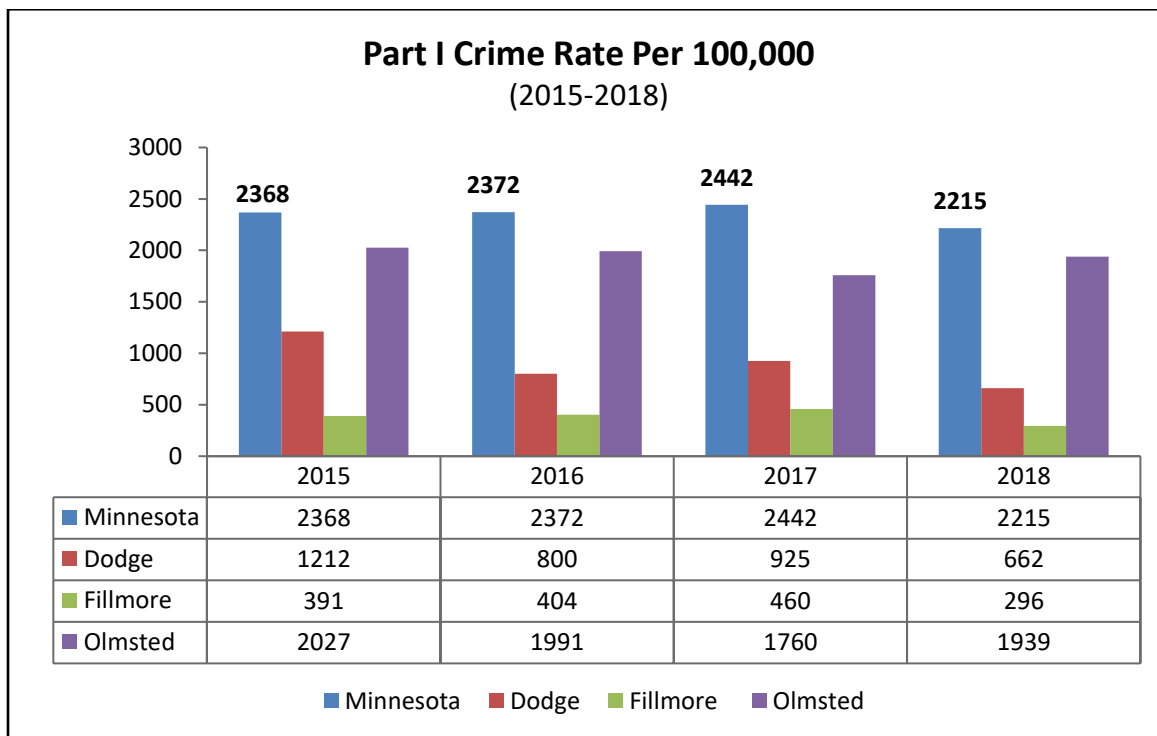
The crime rate, used for evaluating changes and trends in crime, allows one to compare different sized areas by expressing the number of crimes per unit of population. In 2018, Dodge, Fillmore, and Olmsted counties reported a crime rate that was more than 14% lower than Minnesota's statewide average. Each individual county's crime rate has seen an overall decrease from 2015 to 2018. The largest declines, from 2015 to 2018, are evident in Dodge County with a 42.5% decrease and Fillmore County with a 33.4% decrease.



⁹ Source: Uniform Crime Reports <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/uniform-crime-reports.aspx>

Part I Offenses (2015-2018)¹⁰

Dodge, Fillmore, and Olmsted counties have consistently reported a crime rate lower than Minnesota's statewide average for Part I offenses. In 2018, Olmsted County's crime rate for Part I offenses was 12.5% lower per 100,000 residents than the state average. Overall, for Part I offenses, each individual county's crime rate per 100,000 residents has decreased from 2015 to 2018 with Dodge County's decrease most notable at 45.4%.

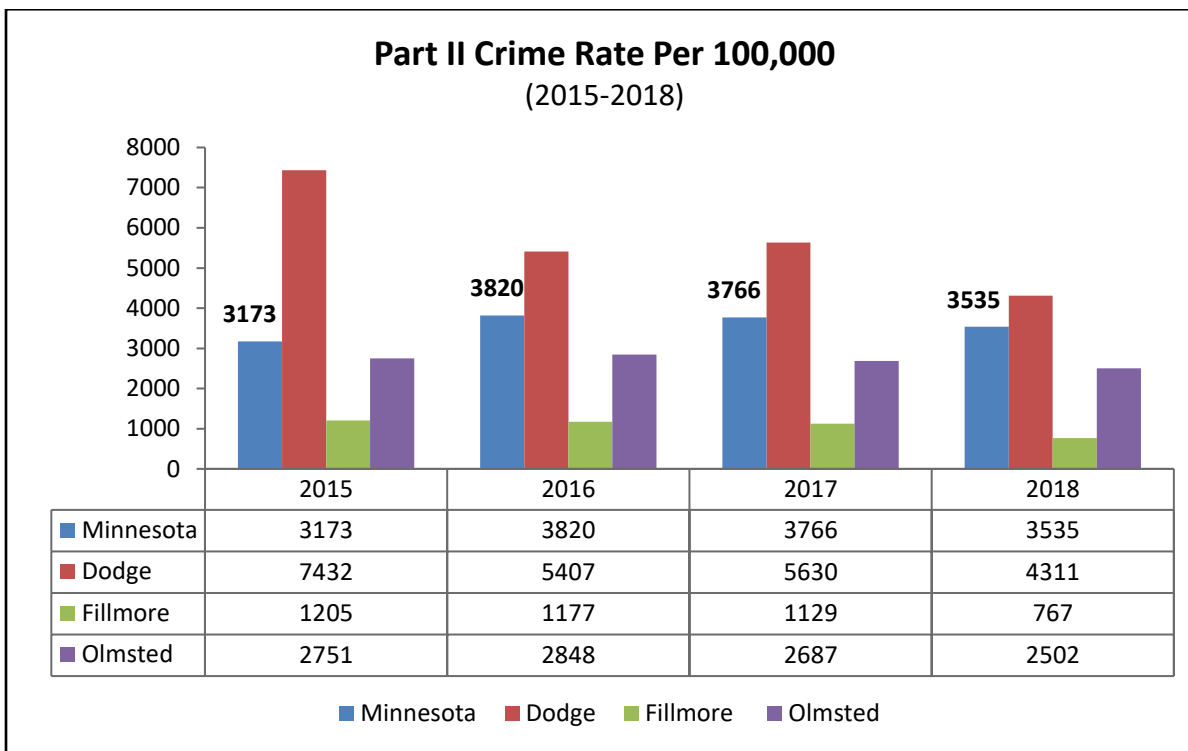


***Part I Offenses:** Reflect information on eight "serious" crime classifications (murder, rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft and arson). These crimes are chosen because of their uniformity of definition, total volume and likelihood of being reported.*

¹⁰ Source: Uniform Crime Reports <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/uniform-crime-reports.aspx>

Part II Offenses (2015-2018)¹¹

From 2015 to 2018, Fillmore and Olmsted counties have consistently reported a crime rate lower than Minnesota's statewide average for Part II offenses while Dodge County has reported a crime rate higher. While Minnesota's statewide average has increase by 11.4% from 2015 to 2018, Dodge County saw a 42% decrease. In 2018, Dodge County was 22% higher than state average while Fillmore and Olmsted were 78% and 29% lower respectively.



Part II Offenses: Represented by twenty "less serious" crime classifications (driving under the influence, forgery, fraud, sex offenses other than rape, narcotics violations, vandalism, stolen property, and disorderly conduct).

¹¹ Source: Uniform Crime Reports <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/uniform-crime-reports.aspx>

Crime Rate by County (2015-2018)¹²

Below are the crime rates for the State of Minnesota and each county within DFO Community Corrections. The Minnesota crime rates are based on F.B.I. population estimates, and the number listed represents the number of crimes per 100,000 people.

Reporting Location	Category	2015	2016	2017	2018
Minnesota	Part I	2368	2372	2442	2215
	Part II	3173	3820	3766	3535
	TOTAL	5541	6284	6284	3766
Dodge	Part I	1212	800	925	662
	Part II	7432	5407	5630	4311
	TOTAL	8644	6207	6555	4973
Fillmore	Part I	391	404	460	296
	Part II	1205	1177	1129	767
	TOTAL	1596	1581	1589	1063
Olmsted	Part I	2027	1991	1760	1939
	Part II	2751	2848	2687	2502
	TOTAL	4778	4960	4512	4502

3.5 POLITICAL SYSTEM

DFO Community Corrections Act Agreement

Under the Community Corrections Act of 1973, Dodge, Fillmore, and Olmsted Counties have, by a Joint Powers Resolution, declared their intention to jointly provide local comprehensive correctional programs. Each county shares personnel, facilities and financial resources in the development of the Community Corrections System. The comprehensive plan represents a trilateral agreement between the Dodge, Fillmore and Olmsted County Boards.

DFO Community Corrections is under the umbrella of Olmsted County Health, Housing, and Human Services. It is the responsibility of the Deputy County Administrator, the Community Corrections Director, and Community Corrections Management Team to recommend

¹² Source: Uniform Crime Reports <https://dps.mn.gov/divisions/bca/bca-divisions/mnjis/Pages/uniform-crime-reports.aspx>

administrative policies, implement policies and monitor the implementation of the Comprehensive Plan. Each program will be responsible for its program administration.

2020 County Commissioners

County	District	Commissioner
Dodge County	District 1	John Allen
	District 2	Tim Tjosaas
	District 3	Rodney Peterson
	District 4	Rhonda Toquam
	District 5	David Kenworthy
Fillmore County	District 1	Mitch Lentz
	District 2	Randy Dahl
	District 3	Larry Hindt
	District 4	Duane Bakke
	District 5	Marc Prestby
Olmsted County	District 1	Stephanie Podulke
	District 2	Ken Brown
	District 3	Gregg Wright
	District 4	Matt Flynn
	District 5	Jim Bier
	District 6	Sheila Kiscaden
	District 7	Mark Thein

DFO Joint Powers Board

DFO's Joint Powers Board establishes the rights, obligations, terms and conditions under which the participating counties of Dodge, Fillmore, and Olmsted desire to have delivery of correctional services provided by the DFO Community Corrections program. The Joint Powers Board meets quarterly and adopts the budget; reviews and approves a Comprehensive Plan for the development, implementation, and operation of community correctional services; approves the budget for the next year and approves receipt of any state or federal funds or

grants. In 2017, the Joint Powers Board assumed sole responsibility of review and approval of the Comprehensive Plan created by Community Corrections staff that is submitted to the Department of Corrections. Below are the County Commissioners on the Joint Powers Board.

County	Commissioners on Joint Powers Board
Dodge	David Kenworthy and Tim Tjosaas
Fillmore	Duane Bakke and Marc Prestby
Olmsted	Jim Bier, Mark Thein, and Gregg Wright

Olmsted County Justice Council

In July 2013, the National Institute of Corrections conducted a Justice Systems Assessment in Olmsted County. One of the recommendations from the assessment was to form a Criminal Justice Coordinating Council, and in early 2014 the Olmsted County Justice Council was formed. Over the course of the last six years, this group has met regularly and worked through several Justice System related matters. Attached in the appendices are the bylaws and organizational chart.

Dodge, Fillmore, and Olmsted County Task Forces

Since 2014, each county, Dodge, Fillmore, and Olmsted, have established and operated their own independent task force. The Task Forces ensure that DFO Community Corrections operates consistently while allowing some autonomy in each respective county to best serve the clients and interests of citizens. This evolution in our governing structure has proven to be very beneficial to each county and has increased efficiencies regarding time and process. Each Task Force reports to the Joint Powers Board on a quarterly basis. A complete list of task force membership can be found in the appendices.

4 PROFESSIONAL DEVELOPMENT & TRAINING

Position Addition

Well trained employees who are utilizing evidence-based practices are a priority for DFO Community Corrections. To continue our efforts in this area, in 2019, we added a second position, from a vacated FTE elsewhere in the department, to partner with our existing Community Corrections Development Specialist (CCDS). The CCDS positions provide leadership and coordination of department-wide initiatives that improve the overall effectiveness of community supervision and victim services. Primary duties include guiding the development and management of strategic priorities for the department through field research and data analysis; engaging stakeholders and criminal justice partners towards an integrated practice model; overseeing a staff training program geared to evolving needs and coordinating program fidelity reviews and quality assurance objectives.

Evidence-Based Practices Training

We place an emphasis on training on Evidence-Based Practices (EBP), and we value an approach that utilizes an in-house cadre of trainers. Several staff have become credentialed to train co-workers in all areas throughout the organization on a variety of important EBP topics. Our trained staff have delivered training to our internal staff and external stakeholders to aid in collaborative efforts for our clientele. Direct-service staff, managers, and support staff alike benefit from a range of training resources that begins with initial instruction and continues via periodic refreshers, on-going peer support/coaching, and more.

Diversity Training

As an Olmsted County initiative, the Diversity and Inclusion Group (DIG) was formed to mitigate discrimination and disproportionality while promoting equitable outcomes in our community. The mission for this group is to develop strategies and activities that create opportunities for service providers to think about, have dialogue, and develop actions to address the issue of disproportionality, diversity, and inclusion in their work.

Within DFO Community Corrections, we have assembled a “Team of Champions” to move the vision, mission, and purpose of DIG forward. Over the last two years, DFO’s Team of Champions, formed by staff volunteers, has been intentional in providing educational opportunities to staff to create awareness related to diversity and inclusion. Sessions have focused on mass incarceration, historical racism, implicit bias, LGBTQ+ history, ICE and immigration laws, and substance abuse within the Muslim culture. Additionally, several staff have read the book, “The New Jim Crow” and participated in a discussion group around the content. To create both a welcoming workspace and client environment, posters have been placed in the hallways of probation and Victim Services that welcome individuals in various

languages. DFO staff have been provided with rainbow pins for their lanyards to symbolize acceptance, openness, safety and support to anyone in need.

In May 2019, DFO staff attended the required biennial diversity training. A product of that training was a collection of staff ideas about challenges and impacts of our varied client populations. These staff-generated ideas were then prioritized based on practicality, and the management team selected five items on which to focus. At this time, DFO has prioritized the following items with the purpose of addressing disparity in the delivery of services: 1) Creating a discharge policy; 2) Providing recommendations to the court regarding probation sentence lengths; 3) Creation and facilitation of client focus groups; 4) Amending our case staffing protocol; and 5) Hiring a former client. The program management team and representatives from DFO's Team of Champions are working on these identified goals and have solicited input and consultation from community supports and consultants with expertise in these areas. Moving forward, DFO will continue to work internally to educate staff, gather data for evaluation, and formulate action plans to address disproportionality in the delivery of services.

Mental Health Training

Trainings regarding Adverse Childhood Experiences (ACEs Study) and trauma-informed care have been provided to DFO staff. Additionally, staff had the opportunity to view the documentary *Paper Tigers* and attend a discussion. These trainings assist in identifying how these elements show up in the work of Corrections.

Officer Safety

Officer Safety has changed priority of focus, reflecting the changing roles and duties of probation officers. Defensive tactics will remain an area of training, however, we eliminated agents being directly involved in the hands-on detaining of clients. Officer Safety instruction has maintained attention to core practices with the addition of various electives that staff may choose from on an annual basis.

Training for Community Providers

To provide education, support, and collaboration, DFO Community Corrections has offered various evidence-based trainings to our local community providers. This also pairs nicely with offering resources to local programs who have participated in the Correctional Program Checklist process. In the past year, DFO Community Corrections has trained providers in the following disciplines: Motivational Interviewing, Core Correctional Practices, Cognitive Behavioral Interventions for Substance Abuse, Thinking for a Change, and Facilitator 101 skills. These trainings have offered solid foundational skills for providers to use, individually or in a group. As a result, clients in a treatment setting will receive consistent messaging and repetition in learning skills to help address their criminogenic needs.

Peer Support Team

Peer-to-peer support is a new initiative undertaken in 2019. The Peer Support Team consists of eight trained staff and is represented by individuals from the Adult and Juvenile Units, Victim Services and the Dodge County Probation Office. Peer Support is a resource that provides support to colleagues during challenging times, as well as the opportunity to debrief with a peer who is uniquely able to appreciate the impact of stressful events experienced in our daily work. The support is not mandatory; however, the option is made available to all interested staff.

The goals of the team are as follows: 1) Implement policy to guide the Peer Support Team; 2) Protocol for managers and staff to make referrals as efficient as possible. An efficient referral process will allow team members to reach out to peers who experience direct or indirect exposure to traumatic events as close to the incident as possible; 3) Provide proactive education/training to enhance an individuals' resiliency and recognition of stress and trauma; 4) Assist in basic psychological functioning during immediate crisis; 5) Mitigate the impact of stressful events; 6) Foster healthy coping behaviors; and 7) Provide additional information on available resources, as needed.



5 COMMUNITY CORRECTIONS OVERVIEW

5.1 DFO COMMUNITY CORRECTIONS' MISSION, VISION, & VALUES

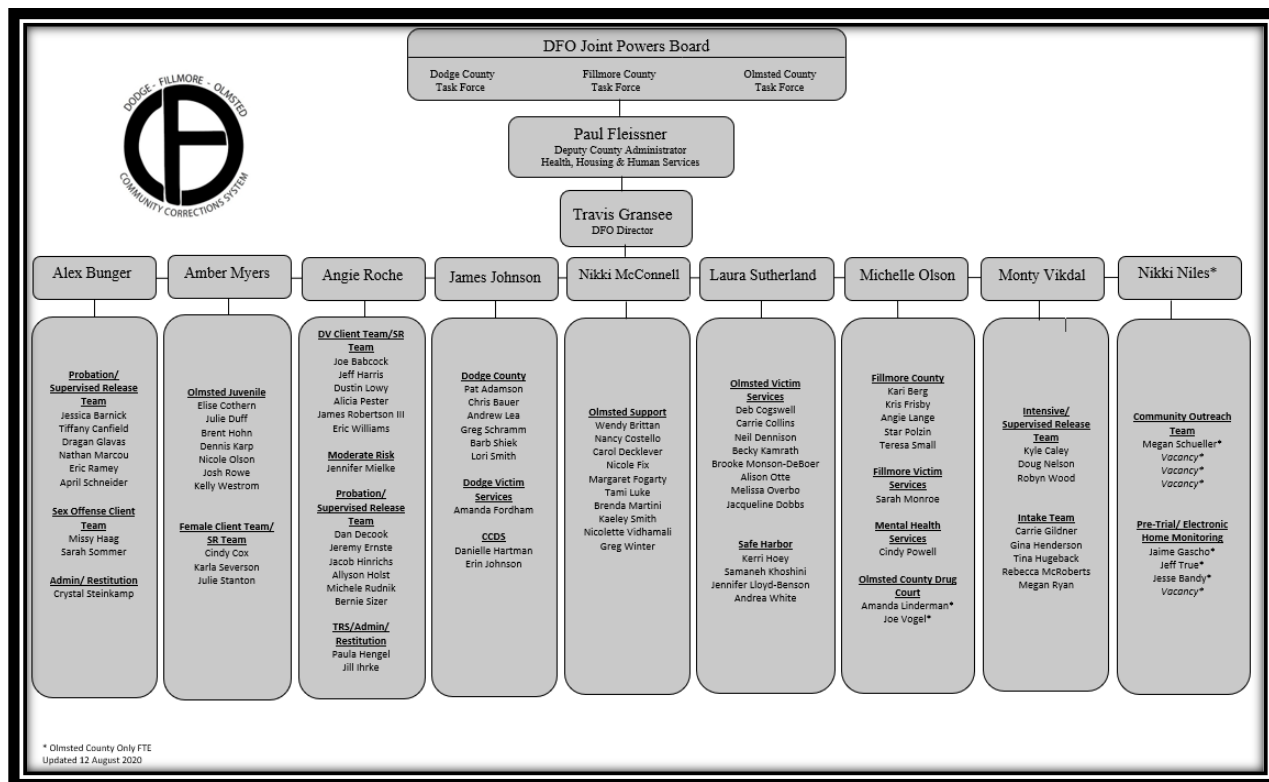
Mission: To promote safety, justice and restoration through service to the community.

Vision: Strong healthy communities free of violence and harm.

Values: Dignity and Respect for All, Innovation, Integrity, Mutuality, Potential to Change

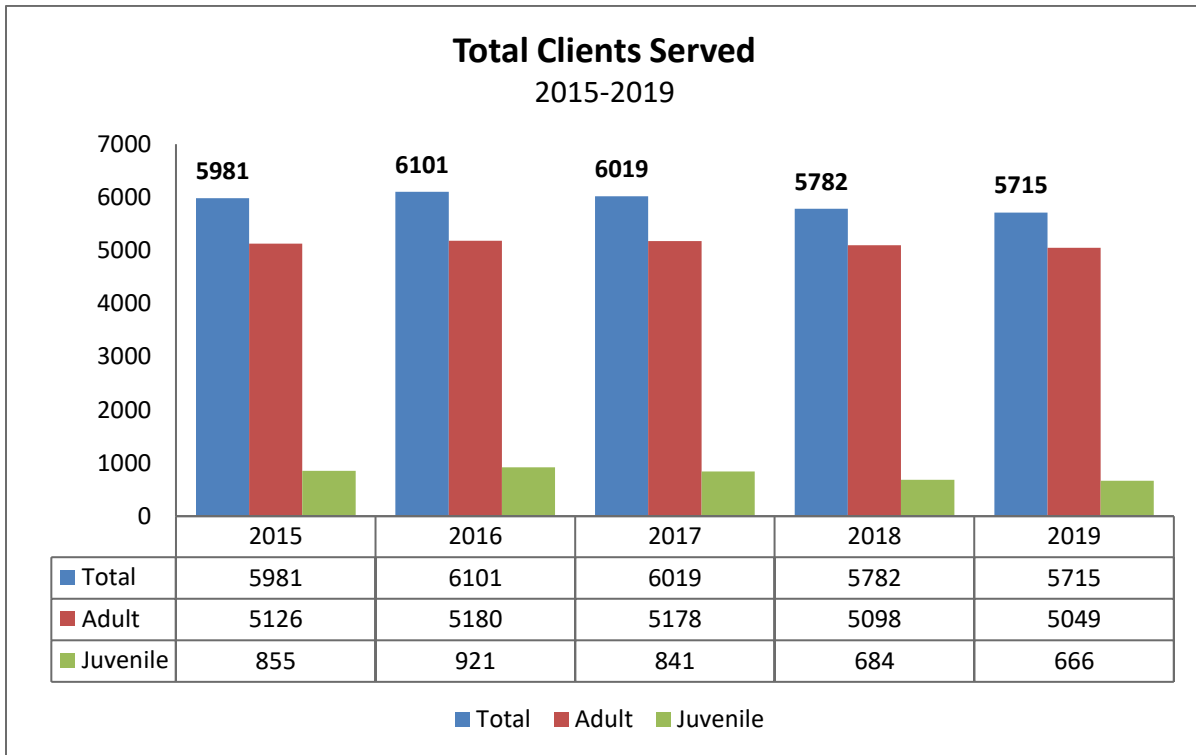
5.2 DFO ORGANIZATIONAL CHART

The DFO Joint Powers Board establishes the terms and conditions under which the three counties, Dodge, Fillmore, and Olmsted, deliver correctional services. Each county has a Task Force which reports to the Joint Powers Board quarterly. The Task Forces provide autonomy to each county to serve the citizens and clients. DFO Community Corrections is housed under Olmsted County's Health, Housing and Human Services division. The Program Manager Leadership Team is comprised of 10 leaders who supervise nearly 90 direct service delivery staff throughout the tri-county agency. These staff work in various capacities within probation and victim services.



5.3 TOTAL CLIENTS SERVED

Over the past five years, DFO Community Corrections has annually served an average of 5,900 clients via probation (supervised and administrative), supervised release, and diversion in Dodge, Fillmore, and Olmsted counties. While the adult clients served has remained consistent around 5,000 clients, juvenile numbers have seen a 22% decrease from 2015 to 2019.¹³



¹³ Adult and juvenile probation numbers taken from the Probation Survey Report for DFO Counties (State Reports 2015-2019). Supervised release and diversion numbers taken from CSTS standardized cases statistical summary report selecting "case type" of supervised release/diversion. Added number end of prior year and number entered during year to total number served during year.

6 ADULT SERVICES

6.1 CASELOAD SIZES

Based on previous year's data, our average adult client daily population hovers around 3,600. We provide a bifurcated system of supervision whereby a client is placed either on an active (direct supervision) caseload or an administrative caseload.

Among our various supervised caseloads, we offer specialization for female clients, domestic violence clients, sex offense clients, young adults, medium risk, and Intensive Supervised Release. Direct supervision caseloads are serving a daily average of 50 clients/FTE.

6.2 RISK/NEEDS ASSESSMENT

All clients, regardless of offense type, are screened and/or formally assessed for level of risk/needs via a series of procedures applied at the point of client intake. Clients with any felony conviction or misdemeanor or gross misdemeanor person cases are fully assessed using the Level of Service/Case Management Inventory (LS/CMI) which results in an initial level of service designation. Clients with other case types are screened using a validated instrument dubbed "the proxy tool," which identifies individuals likely to be at higher risk and in need of further assessment.

At intake, the LS/CMI is completed either as a stand-alone function, or in conjunction with a court-ordered pre-sentence investigation (PSI). Intake staff perform PSIs on all offense types and complete most initial LS/CMI assessments. Formalized trailer assessments are completed in cases involving domestic violence and sex offenses.

All clients on a direct supervision caseload must be reassessed on an annual basis using the LS/CMI; with earlier reassessments required following a significant change in client circumstances or when deemed appropriate for a downgrade to administrative supervision. Circumstances may arise while on administrative supervision (i.e. new offense, significant violation, etc.) that also calls for a reassessment and possible upgrading to a supervised caseload.

6.3 DIVERSION

Clients who have been charged with a felony non-person/non-drug crime may be referred to our Diversion Program at the prosecutor's discretion. Referral to the program has evolved over time through collaboration with the County Attorney's Office. While much of the referral criteria establish limits regarding the severity of the crime and a client's prior record, particular attention is given to the individual's criminogenic risk/needs. Our Program Coordinator

completes a formalized risk/needs assessment on all potential diversion clients and will factor resultant scores into the final decision to accept or deny the referral. Generally, clients who are lower risk without any programming needs are accepted into the program, and most are required to complete restorative conditions. Clients who are denied entry into the Diversion Program or fail to meet their agreed-upon conditions, are returned to the prosecutor for further action.

6.4 ADULT SUPERVISION – TYPES/LEVELS

Probation and supervised release supervision align with the risk principle. The makeup of caseloads is determined by risk level and offense type. Caseload types are outlined below.

6.4.1 Low Level Supervision

Low level supervision requires minimal face-to-face contact with a probation officer. The program is administered with the use of a Telephone Reporting System (TRS). TRS is an automated telephone/web-based monitoring system designed to increase accountability for lower risk cases where an office visit can be replaced by an automated telephone contact.

TRS currently handles over 800 probationers, but the phone-based system is capable of considerable expansion. Currently, it is also provided in Spanish and additional languages can be added as needed. The TRS program is offered through Fieldware's OffenderLink program which is client pay; fee waiver is available. Four staff across the three-county collaborative supervise this low-risk population. In addition to orienting clients to the program, the probation officer on this team monitors compliance with programming referrals and makes collateral contacts with necessary providers to ensure compliance. The team members also attend weekly case consultations to discuss clients being reduced from a higher level of supervision to TRS or returning clients to ongoing supervision if problems have been identified while on TRS.

Due to successful evidence-based risk reduction strategies, a protocol to allow for a reduction of supervision levels was developed. Using a combination of validated risk assessment tools, clients who have successfully completed an appropriate level of programming and have had positive adjustment in the community are reviewed for a reduction in supervision level.

6.4.2 Supervision of Clients with General Crime Offenses

This group of probation officers (15 agents) supervises all active probationers and supervised release clients under direct supervision for offenses ranging from DWI, all drug-related crimes, theft-related crimes, property damage, burglary, and general violence across the three counties. There is also a caseload of young adults and a caseload of medium-risk clients. Average caseload sizes on this team exceed 50.

6.4.3 Female Clients

Most of our high-risk female clients are supervised by our female client team which consists of three agents in Olmsted County, with average caseload sizes of 50 clients. Females on probation for an act of domestic violence are supervised by our domestic violence team.

6.4.4 Supervision of Clients with Domestic Violence Offenses

Our domestic violence team (six FTEs) supervises all male and female clients with domestic violence offenses. Average caseload sizes on this team have been on the rise, and each agent currently supervises approximately 50 clients. We have added a staff member to the domestic violence team as we are anticipating an influx of clients to supervision as the court resumes hearings that were suspended due to the pandemic.

In Fall 2020, we will be participating in training from University of Cincinnati Corrections Institute to position ourselves to facilitate the Cognitive Behavioral Interventions for Interpersonal Violence (CBI-IPV) curriculum for our high-risk clients on supervision for domestic violence. Previous local programming has been rooted in the Duluth Model which has not proven effective in reducing recidivism with this population. We also contract services with a local therapist to provide individual counseling to clients on probation for domestic violence. We can provide financial support to clients to receive this service.

6.4.5 Supervision of Clients with Sex Offenses

There are a total of four FTEs supervising approximately 265 clients. Clients on supervised or conditional release with a sex offense are also supervised by these agents. All ISR clients with sex offenses, except for Level 3 clients, are also transferred to this team after successful completion of ISR supervision. Approximately 40 PSIs are completed annually by an Intake Staff that specializes in this population.

Agents refer clients to four local sex offense treatment providers and other qualified treatment programs in the Twin Cities. Two of the local treatment providers specialize in day treatment, extended duration treatment for persons with developmental disabilities or lower cognitive functioning, or those in need of a higher level of care. Clients attend this program multiple days weekly. The cost is covered entirely by Medical Assistance at no cost to DFO Community Corrections. Clients attending the other sex offense client treatment groups pay the cost of the group and one individual session per month. Some clients are referred to programming in the Twin Cities and are responsible for the entire cost of such treatment.

DFO Community Corrections continues to utilize the Sex Offense Client Treatment Grant from the Department of Corrections. This grant was originally awarded in 2011 and has been renewed annually. We have continued to use this grant to serve a variety of clients in need of sex offense specific treatment and counseling which otherwise may be unattainable due to

financial constraints or lack of insurance coverage. We have had a significant increase of clients served with this grant when compared to those able to access the grant previously when managed by a single local treatment provider. DFO Community Corrections utilizes the grant funds to contract for sex offense client treatment with CORE Professional Services, Skipped Parts, and All New Directions.

To maximize supervision of high-risk clients and provide an appropriate level of supervision for those clients who have shown a reduction in their risk of re-offense, a step-down supervision model was developed by agents. Utilizing a combination of validated risk assessment tools, agents assess clients who have successfully completed both primary sex offense client treatment and aftercare. Clients must have a significant period of supervision post treatment completion with no violations of probation. The protocol is a combination of group supervision with a minimum of one quarterly field visit.

Polygraph examinations are given as a part of treatment and supervision. An expectation of treatment is for clients to take a minimum of two polygraphs throughout the course of treatment. Supervision polygraphs can be conducted randomly and are used to assure compliance with probation, supervised release, or conditional release conditions. DFO Community Corrections currently utilizes Diversified Polygraph and Smith Polygraph Services. Clients are responsible for payment of polygraph examinations. If the client is unable to afford the exam, we are then able to utilize Department of Corrections funds to cover the cost of certain types of exams. Utilization of the polygraph aids the agent in client risk assessment, holding them accountable, and assists our safety plan decision making process for such things as minor contact, employment appropriateness, and community activities.

6.4.6 Intensive Supervised Release

Intensive Supervised Release (ISR) clients are screened by the Department of Corrections, and, if they meet established criteria, are placed on mandatory ISR supervision. The Department of Corrections funds one full-time position, and DFO Community Corrections funds the other two agents through tax levy dollars, some grant funding and CCA increase.

Agents provide ISR supervision across the three counties. Clients are seen multiple times per week with at least half of those visits occurring between the hours of 5:00 p.m. and 8:00 a.m., as per statute and DOC policy. Supervision standards, set by statute, allow no more than 15 clients per agent. This program allows for more flexibility and integration of evidence-based practices into the supervision continuum. Research has informed us that intensive supervision without the use of programming or other evidence-based practices does not lead to recidivism reductions.

Referrals to several programs are completed by agents, and case management is intense and focused on safety of the community and addressing barriers to a client's success post prison

release. Agents are working closely with many transitional partners in the community ranging from social services to non-profit agencies who assist with a variety of community and client needs. Agents are referring to several community-based mental health professionals. ISR agents are also involved in facilitating educational programming, such as Healthy Relationships, and participate in the therapist/agent model of sex offense client treatment. Incorporating programming into intensive supervision helps make this program successful and evidence-based versus the surveillance model alone with the evidence backed deficits it provides.

6.4.7 Drug Court

Dodge County Drug Court

Dodge County District Court, in the Third Judicial District of Minnesota, provides an Adult Drug Court Program to reduce substance abuse and criminal behavior among participants and empower adults and families to support positive lifestyles by providing strength-based intensive intervention and rehabilitation services tailored to meet the needs of the families and each individual participant.

The Dodge County Drug Court is a one and a half to two-year program (based on individual progress) that utilizes a strength-based approach for participants and families. Individual plans are constructed for each participant where strengths, competencies, and personal resources can be applied to build solutions to combat addiction and criminal conduct. Throughout the program, participants are linked with appropriate specialized services and ancillary programs.

Olmsted County Drug Court

The mission of Olmsted County Drug Court (OCDC) is to decrease drug and alcohol dependency, promote public safety and form partnerships with the participants, community and criminal justice system. The OCDC represents a collaborative effort of criminal justice stakeholders working together to break the cycle of substance abuse. The partners in the effort have a closer working union than is traditionally seen in criminal courts. The OCDC provides individuals the opportunity to change life circumstances and become alcohol and drug free. OCDC utilizes evidence-based practices in its delivery of services to promote effective treatment approaches thereby reducing costs to the community and reducing recidivism.

The type of supervision model that is used to supervise and monitor the OCDC participants consists of enhanced supervision by DFO Community Corrections. Each participant is referred to a probation officer specifically assigned to the OCDC for case planning, monitoring accountability, and direct service. The foundation of supervision is individualized case management which means that a comprehensive individualized case plan is developed with and signed by each client. Honesty and individual accountability are at the foundation of the

program. The program is a minimum of 15 months and is divided into five phases. Primary components of the program include: chemical dependency and mental health assessment(s), cognitive behavioral programming, random alcohol and drug testing, home visits, regular court appearances, case management meetings, case plans, attendance at community support groups, obtaining of employment and/or pursuing education, and participation in pro-social activities. OCDC has also adopted a gender specific calendar in which participants are separated based on Drug Court Sessions. Empirical research shows that separating participants based on gender not only increases rapport with the judge however increases post-graduation success. Since its inception in June 2016, OCDC has had 31 graduates of the program. Currently, there are 24 participants actively engaged in the program and three pending referrals.

6.5 ADULT PROGRAMMING

The Adult Supervision Unit provides a variety of internal programming options with many offered in collaboration with other agencies or treatment providers.

Domestic Violence

Agents on the Domestic Violence Team utilize the Domestic Violence Inventory (DVI) in conjunction with the LS/CMI to determine risk level and appropriate programming needs. There is a focus toward targeted intervention. Programming options include cognitive-behavioral interventions and other risk reduction options. Domestic violence education is offered to lower risk male clients with a domestic violence offense. Two local treatment providers offer domestic violence programs; however, the programming is generally cost prohibitive to our clients. We are scheduled to be trained by UCCI in the CBI-IPV curriculum. DFO staff and at least one local provider plan to train and offer the curriculum.

As noted, we provide contracted services for individual therapy for male and female clients on probation for acts of domestic violence. Our female clients are also referred to Moving On, Dialectical Behavior Therapy, or individual therapy based on their risk and need.

Cognitive Skills

Cognitive skills programming for adults is offered via the following curriculums:

- Thinking for a Change is facilitated by trained staff within our agency and by one local provider to adult male high-risk clients. This is a closed group that is offered multiple times each year.
- Decision Points programming is an open-ended program currently available to male and female clients separately who are assessed as moderate to high-risk. Our agency

offers programming to adult male clients in the communities of Dodge or Olmsted counties and to adult male clients in the Olmsted County Adult Detention Center.

- Moving On is available to female clients assessed as high-risk. This group is offered year-round in Olmsted County.

In addition to the above-referenced cognitive groups, individual cognitive work with clients is utilized to address risk and facilitated directly by staff in office settings.

Substance Abuse

We offer a wide range of options for clients with substance abuse issues.

- Crossroads is a jail-based program offering detoxification and mental health stabilization services as well as a cognitive-based and extended assessment curriculum for chemically dependent clients. It consists of 14 hours of programming that introduces incarcerated clients to the cognitive-behavioral treatment concepts they will explore in much more depth if/when they enter primary treatment. There are separate men's and women's classes. Upon completion of Crossroads, additional community-based programming is recommended based on individual client need.
- Strategies for Responsible Living is a six-month chemical dependency program that utilizes cognitive skills and addresses criminal thinking. Most attendees are DUI clients. The program is available to clients who are on probation with Dodge, Fillmore, or Olmsted County. DFO contracts with a community service provider to provide the program at the Olmsted County Government Center, offering the program at a reasonable rate for uninsured individuals.
- Cognitive Behavioral Interventions for Substance Abuse (CBI-SA) is a cognitive-based curriculum that targets the needs of those who are struggling with ongoing chemical use while providing them with tools to utilize and manage their substance abuse. DFO currently has 11 staff trained in UCCI's evidence-based CBI-SA curriculum. Since 2019, groups have been serving adult males in Olmsted County, adult females in Olmsted County, and adult males in Fillmore County.

There are several outpatient chemical dependency treatment providers as well as residential facilities, a halfway house, and additional sober living environments. A variety of treatment and education programs are also available at local treatment facilities.

Vocation Assistance

Workforce Development Center staff are available at DFO Community Corrections' Olmsted County location once monthly to assist clients with job search.

Mental Health Services for Adult Clients

DFO is fortunate to have a Corrections Mental Health Professional housed within probation to conveniently serve clients. This position provides DFO staff with clinical guidance, triage assistance, diagnostic services and assists with referrals for services as requested.

Screening clients for mental health concerns and providing a trauma-informed lens is important in DFO Community Corrections. We know comprehensive assessments assist us in identifying targeted areas to focus on with our clients. It also helps us to better understand our client and how best to build an effective alliance. We know that true change occurs in the context of relationships.

Screening tools for ACEs are provided to Juvenile and Adult Probation Units, along with educational information to share with clients/parents and a resource list of trauma-informed providers within the community. Our hope is, through education, clients become more self-aware of how adverse childhood experiences impact one's emotional and physical well-being from childhood throughout adulthood.

Resiliency screening tools are also provided to Adult Probation Units. These tools help clients to identify protective factors/strengths that have helped them during difficult times. As agents of change, we remain cognizant of these factors while working with clients and remind clients of their strengths during times of struggle. We also work with clients to increase protective factors and gain new skills.

Adult Probation has also received the benefit and services of a crossover position whereby an Adult Behavioral Health Social Worker is embedded in Adult Probation/Supervised Release to assist with both crisis management and ongoing mental health services. These partnerships have aided staff in managing these challenging clients and provides opportunity for probation staff to learn useful techniques and leverage resources which aid case management and steer effective client change.

6.6 COLLABORATIVE EFFORTS

Southeast Minnesota Transition Coalition

Olmsted County is the hub for the Southeast Minnesota Transition Coalition. This group meets bi-monthly and is comprised of stakeholders within southeastern Minnesota. Topics include transitioning back into the community, community supports, community resources, and in custody supports and programs. The group includes resources for both juveniles and adults. As probation staff, we have become engaged in this coalition through monthly meetings, networking opportunities and linking services to one another to enhance transition planning and supervision.

Olmsted County Justice Council Domestic Violence Workgroup

At the direction of the OCJC, a collaborative of criminal justice and community-based stakeholders, is working together to align, enhance and educate around domestic violence response practices.

Chemical Dependency Consortium

The Chemical Dependency Consortium is a quarterly meeting for professionals that work with clients who utilize chemical dependency services. The Consortium was developed by DFO Community Corrections and has been facilitated by DFO staff since its inception in 1999. It is attended by local chemical dependency facilities, halfway houses, board and lodges, supportive programs, social workers, and probation officers. The information sharing allows providers to remain aware of community resources, in addition to staying current on drug trends and provides an opportunity to discuss varying topics and concerns. This has proven to be a valuable forum for information sharing.

Justice Reinvestment Funds

Many of our clients are on the right path to success but have a financial barrier impeding their ability to take the next step or remove that final obstacle to success. DFO Community Corrections has set aside funds for clients which can be requested by the agent. After all other efforts at obtaining the financial solution have been exhausted, this money may be utilized in a variety of ways to address barriers to success and stability. These funds are geared toward the client who has financial constraints but has a plan or has already begun down a path toward success. A couple examples of how these funds are used are detailed below:

- An individual released from prison without any form of identification who wants to obtain employment but does not have the required money to obtain a copy of a birth certificate to use toward obtaining identification.
- A client transitioning out of inpatient treatment who has obtained employment but does not have the rental deposit to go with the first month of rent.

These, and many other situations, are considered appropriate uses of these funds. DFO Community Corrections tracks the expenses and follows up on the client's status later to determine if expenditures are truly making a difference in the client's life.

6.7 ALTERNATIVES TO INCARCERATION

6.7.1 Diversity, Equity, and Community Outreach Program

In July 2020, the Olmsted County Board approved the formation of a Diversity, Equity and Community Outreach Team. This is a partnership between DFO Community Corrections and Adult and Family Services. A Program Manager position was added to DFO Community Corrections to oversee the functions of this team. Below is a brief summary of functions for this newly formed team.

Pretrial Services

Olmsted County's Adult Pretrial Services is a representation of joint efforts comprised of community and criminal justice stakeholders working together to reduce the number of persons impacted by being incarcerated. Factors of incarceration include the disparate impact of monetary bail on indigent and impoverished persons, constitutional concerns with monetary bail, and the high cost of incarcerating persons that have yet to be convicted of a crime. Pretrial services will work to address community safety and ensure a higher probability a client will return to court.

Pretrial services use a validated risk assessment tool to determine the level of service a client will receive. A client will remain with pretrial services until their case is either resolved or dismissed. During that time, pretrial services will utilize the results of the risk assessment tool to address a client's needs that may be related to chemical dependency, housing, employment, or education.

The mission of Olmsted County Pretrial Services is to utilize a validated assessment tool to provide alternatives to pretrial detention to maximize release, ensure court appearance, and promote public safety. The partnerships of pretrial services will use evidence-based practices to effectively monitor clients pending judicial matters and reduce the risk of recidivism while remaining in the community.

Community Outreach Specialists

The community outreach specialists are a collaborative effort underneath Housing, Health, and Human Services in partnership with both Rochester Police Department and Olmsted County Sheriff's Department. The collaborative partnerships will work together to provide services in a shift to address public health concerns with specialists as it relates to mental health, poverty, and chemical addiction; freeing up room for law enforcement to focus on law enforcement matters.

Community outreach specialists will have experience in working with marginalized communities and are versed with problem solving and conflict resolution skills. The focus of

this division is to provide members of our community with resources to address their needs making the appropriate referrals and following up with our clients and their providers to ensure their needs were met and properly addressed.

6.7.2 45-Day Restructure Program

Beginning mid-2019, DFO Community Corrections, in partnership with the Olmsted County Sheriff's Office and the Minnesota Department of Corrections, began a program designed to address the high recidivism of those returned to Minnesota correctional institutions for violations of their Supervised Release conditions.

This program was specifically developed to meet the needs of clients and utilize resources more effectively between the DOC and our own jail facilities, in a manner consistent with evidence-based approaches to correctional supervision. We believe, and research supports, that change is a process and takes time to achieve. Incarceration is of limited benefit to communities beyond the short-term mitigation of client recidivism. National research, and more specifically Minnesota research, has informed us that those released from relatively short periods of confinement, without the benefit of evidence-based programming, recidivate at a rate higher than those who were not returned to a facility in the first place.

Incarceration is a necessary and vital part of the criminal justice continuum and, when needed, can also incorporate the teaching of pro-social skills and coping mechanisms to help clients be successful when released. This program utilizes the Olmsted County Work Release Facility to house Supervised Release clients, who meet the Hearings and Release Unit criteria for a return to prison on a violation. This program allows us to keep them local for a 45-day program which consists of two days of cognitive behavioral classes and homework, along with up to four days of Sentence to Service work within the community. All the while, the client retains continuity of their community goals, whether that be re-engagement into chemical dependency programming, mental health interventions or other local services. The idea is to meet the restrictions of liberty, which are necessary for some clients, with the goals of rehabilitation and continued community placement.

The program started at the local level (Olmsted County), and in late 2019, began an expansion into a regional hub for southeastern Minnesota, accepting clients from other jurisdictions. As of February 2020, 14 clients had completed the 45-day restructure program. Unfortunately, in March 2020, concerns about the COVID-19 pandemic resulted in the shuttering of the Olmsted County 45-day restructure program due to the closure of the Olmsted County Work Release Facility, as well as the discontinuation of cognitive skills groups and re-assignment of most corrections staff to mobile/remote work. Currently, there is no projected date to resume this service. It is likely it will not re-open until sometime in 2021.

6.8 CLIENT HOUSING

The Department of Corrections contracts with ATTIC Correctional Services for four transitional living beds for our highest risk clients. Having this resource in the community has significantly increased public safety and has allowed for the successful reintegration of numerous high-risk clients. DFO anticipates a need for this program to expand in the coming years.

In early 2017, DFO Community Corrections, in partnership with Damascus Way, opened a transitional housing facility for clients released from prison on Supervised Release and Work Release. Damascus Way has been a partner in Rochester for over a decade and more recently we have expanded our services to jointly offer additional housing and programming to those released from confinement. Since Spring 2017, we have served 116 clients in this housing program with significant levels of success transitioning these clients out to longer term, stable, community-based housing after their stay at Damascus Way has concluded.

During the last year, a Memorandum of Understanding was completed allowing for collaboration with the Housing and Redevelopment Authority (HRA) for a Master Leasing Program specifically for our criminal justice involved clients. The program provides opportunity for clients with poor rental history, poor credit history and exclusionary criminal history to obtain housing and/or for our clients struggling financially to get assistance with rent. The program expectations include probation staff conducting home visits to ensure the property is well cared for and responding to any concerns presented by the landlord to keep the client housed. In addition, the client must be actively involved in a case plan and case management with their probation officer, displaying ongoing effort toward positive adjustment within the community. The collaboration has also provided opportunity to allocate funds toward four beds at Damascus Way Apartments. This quickly houses a client without funds and supplements their rent as they make strides to obtain employment and to become financially self-sufficient while ensuring an ongoing relationship with Damascus Way. This partnership with the HRA became possible after our local HRA was brought under the Health, Housing and Human Services Division in which DFO Community Corrections is a part of. Olmsted County is only the second county in the country to bring the HRA under the Community Services umbrella, and the anticipated advantages of our Division Director are being realized within this master leasing program.

Other client housing options include Center City housing, Silver Creek Corners, Gage East, Next Chapter Ministries, among others which assist to serve clients with varying housing struggles and challenges.

7 JUVENILE SERVICES

7.1 OVERVIEW

Mission: To deliver the best juvenile justice services every day.

Vision: Safer Communities, Thriving Youth and Families, Promising Futures

Values: Commitment, Compassion, Innovation, Integrity, Resiliency, Respect

Juvenile Probation Officers provide a vast array of services to meet the needs of multiple customers. We complete an assortment of investigative reports and services for the Courts, assist youth in their efforts to be successful, safe and crime free, and work actively with families and community partners to facilitate positive youth/family change. We work closely with many systems to provide responsive and effective services for our clients and customers. The juvenile team has developed an impressive range of initiatives.

We incorporate research driven practices in our work with youth and families. As change agents, the focus is on promoting community safety, facilitating the holistic growth of our clients and providing restorative services. We are in the process of implementing a practice model that utilizes validated risk assessments, effective case management and responsive case planning while emphasizing strong working alliances with our clients and system partners. We utilize graduated levels of community supervision and multiple restorative justice and rehabilitative opportunities to promote the success of our juvenile clients. We seek to be responsive and proportional in our work with youth, and contact frequency is determined by a progressive classification system resulting in supervision levels ranging from administrative to intensive with decisions based on risk/needs and demonstrated behaviors.

Probation officers utilize evidence-based practices in their work with clients by developing strong relationships with their clients, supporting them while motivating pro-social change and responding to the individual needs of clients. We design and review case plans with our moderate/high risk clients and we facilitate the coordination of many collateral services to promote youth success. We actively collaborate with our partners, and we work hard to engage the involvement of family, schools, community resources and the courts in the process of probation supervision. Community services adheres to the crossover youth protocol to enhance county services.

Olmsted County's Juvenile Corrections Team is comprised of seven full-time Probation Officers and one Corrections/Mental Health Case Manager from the Youth Behavioral Health Unit who is embedded within the team. Our staff provide services to at-risk/delinquent youth and their families. In all aspects of our work, we offer responsive services at a level which best fits their risk and need to include the following:

- Diversion Program
- Intake Services
 - Detention hearing coverage and reports
 - Pretrial supervision
 - Pre-dispositional investigations/reports including certification studies
 - Extended jurisdiction juvenile reports
 - Adult certification studies
 - Risk/needs assessments/screenings/evaluations
 - Mental health screenings
 - Trauma and resiliency screening
 - Diagnostic assessments and family assessments
 - Rule 25 assessments
- Administrative Supervision
- Supervised and Specialized Probation Client
- Programming
 - Thinking for a Change
 - Decision Points
- Contracted Services/programs
 - Family-based assessments and counseling
 - EHM and GPS Services
 - Juvenile Sex Specific Outpatient Treatment
 - Juvenile Sex Specific Education
 - Healthy Sexuality Classes
 - Youth Night Campus day treatment program
- Collaborative Initiatives
 - Children's Mental Health Collaborative
 - Crossover Initiative
 - Crossover Case Consultation
 - Sex Specific Treatment Group
 - Youth Diversion Panels
 - Community Services Youth Review Team
 - Sexual Assault Interagency Council
 - Center City Housing
 - Found, Engaged and Connected
 - Super Community/Trauma Informed Project
 - Juvenile Justice Operational Group
 - Olmsted County Justice Council – Juvenile Justice Committee
 - Workforce Development Center
 - Truancy
 - Collaborative Intensive Bridging Services (CIBS)
 - Olmsted County Community Task Force
 - County Attorney/Juvenile Probation Collaborative
 - Safe Harbor Work (with victims of exploitation and trafficking)
 - Launching Emerging Adults Program (LEAP)
 - Next Chapter Ministries – The Refuge



- BRIDGE Collaborative
- Vaping Diversion Project

**This is not an inclusive list. At any time, Juvenile Corrections is collaborating with several different entities to better serve clients.*

7.2 DIVERSION

Our Diversion program is a collaborative effort between the Olmsted County Attorney's Office, Juvenile Corrections, and the community. It offers identified youth a chance to take responsibility for their petty offending behavior outside of the parameters of the court system, thereby diverting low-risk youth from deepening involvement in the juvenile justice system. Eligibility for Diversion is a decision made by the County Attorney's Office according to a matrix based on nature of offense and prior Diversion opportunities. Clients referred to this program have little to no prior history of delinquency and are referred after receiving citations for minor/status offenses such as shoplifting, minor consumption, tobacco, and curfew. Eligible referrals are forwarded to the Juvenile Diversion Program Coordinator within the Juvenile Corrections Unit for engaging in the Diversion Panel. If there are any offenses that require restitution (i.e. Damage to Property or Theft from an individual), the case will be referred back to the County Attorney's Office as there is no mechanism to collect finances through the Diversion program.

The Diversion Panel is facilitated by the Juvenile Diversion Coordinator and includes representatives from law enforcement (usually a school liaison police officer), the school district, County Attorney's Office, the community (citizen volunteers), Juvenile Corrections and other community partners. The Panel engages the youth as well as the parent/caregiver in a discussion of the offense dynamics, impact, general concerns, and suggested responses, and upon consideration of all known factors, the Panel engages the youth and parent/caregiver in recommended courses of action. Recommendations are intended to engage youth in taking responsibility, restoration to the victim and community and offer youth opportunity for learning new skills/knowledge. Example recommendations might include projects related to behavior/impact, short-term classes related to offending behaviors, restorative activities such as letters of apology and community work service, family projects, and follow up assessments. We have successfully added a small menu of web-based educational resources and continuously work toward increasing community involvement by expanding a base of volunteer Panel members. A contract is written to which all parties agree with recommended services/timelines. Our Diversion Coordinator has been successful in identifying clients who flag at risk for sexual exploitation and making appropriate referrals to the Safe Harbor Program and receiving credit for diversion and most importantly, being connected to much needed services. The Diversion Coordinator maintains records, communicates with the youth/parent, encourages follow through, and offers resources. Should the client refuse or fail to complete

the recommendations of the Diversion Panel, the matter will be returned to the County Attorney's Office for court processing.

Over the past two years, approximately 400 youth participated in the Diversion program or were part of administrative probation. In addition to restorative programming and victim amends, the youth give back to the community in the form of community work service. Through a collaboration with the Community Work Service program, we have developed a "Diversion only" crew to keep our low-risk, first time clients separate from our higher risk felony/gross misdemeanor clients. This initiative was enacted in March 2014 and remains in existence. Youth complete community work service at neighborhood parks, schools, and fairs.

A hallmark of the Diversion process is to offer a timely, meaningful way for youth to take responsibility for actions, restore the victim/community and increase pro-social skills without further involvement in the delinquency system. We have been able to respond and engage youth/families within a 30 to 60-day time frame.

Our Diversion Program continues to partner with the Workforce Development Center to provide individual counseling sessions for youth who are entering their senior year of high school and wishing to pursue post-secondary education. They meet with a career counselor for a minimum of three sessions to explore topics such as Resume Writing, Career Exploration, College Search, GED support and Work Experience. Upon completion, the youth is given credit towards eight hours of community work service. There are additional incentives from the Workforce Development Center if they decide to remain in the program voluntarily.

Our Diversion programs in Dodge and Fillmore Counties function independently and are designed somewhat differently to match the unique needs and preferences of the respective communities. A panel of community representatives is at the heart of the diversion process in Dodge County, while in Fillmore, we utilize staff-only in the provision of services.

7.3 PRE-DISPOSITIONAL SERVICES

Detention Investigation/Reports

Juvenile probation staff are actively and directly involved in detention court hearings as follows:

- respond to notification of new arrests
- investigate youth/family needs/risks
- engage family and community stakeholders in the process
- research and facilitate least restrictive options to ensure safety and accountability
- provide a written report with recommendations to the court
- present recommendations in court

- work with youth/family and other stakeholders to implement plan/court ordered services
- domestic violence response utilizing rapid response case planning conferences

Pretrial/Pre-Dispositional Supervision

Our probation officers provide supervision of pretrial and pre-dispositional conditions for youth who are released from detention with conditions to follow pending their next hearing. Those youth are contacted and overseen by our staff, and when appropriate, are referred for pretrial classes, assessments, evaluations, and/or home monitoring. Family and school contacts are made as needed and involvement of other collateral professionals is considered when indicated. This can vary from safety planning, family assessments, chemical use assessments, mental health assessment, psychological assessments, medical evaluations, and school planning. The goal of this program is to connect with youth and families early to interrupt negative behavior patterns and engage clients in the process of change. At time of disposition, if a youth is determined to be low-risk and no further services are deemed necessary, agreements have been made with the Court, attorneys, and probation to give credit for the work done on pretrial supervision and close the file, resulting in less involvement in the delinquency system for our low-risk youth.

We assess the youth's risks and needs but we also take into consideration how to build capacity within the youth's natural support system and family. A case plan is developed to assist in mitigating the child's risk to be drawn further into the delinquency system. We can collaborate across disciplines and access resources to wrap the youth and family in resources as deemed appropriate. During this early phase, we try to look at the root cause of what may be driving the risk behaviors and broker services accordingly. We have imbedded mental health services within our juvenile corrections.

As part of this investigative process, agents utilize validated assessment tools and specialized evaluations to better understand client risk and needs. We use these to guide our recommendations in pre-dispositional reports, to shape our case plans and to determine our supervision levels/strategies. Some of the tools/evaluations we use include:

- MAYSI (Massachusetts Youth Screening Instrument)
- Trauma Screening and Screening for Exploited Youth
- ACES (Adverse Childhood Experience Screen) and Resiliency Screening
- YLS/CMI (Youth Level of Service/Case Management Inventory)
- ERASOR (Estimation of Risk and Sex Offense Recidivism)
- 40 Developmental Assets

In addition to these assessment tools, we facilitate additional specialized evaluations/assessments through referrals to area experts who complete forensic

psychological evaluations, family assessments, and psychosexual evaluations. We continue to collaborate with the county attorney, public defender and juvenile court judge to establish a formal pretrial protocol for youth charged with crimes. This program has been valuable in engaging youth/families in early assessment processes that contribute to more individualized recommendations and more responsive court orders/supervision plans. We continue to explore our options with local service providers in the community to assist with needed mental health and family assessments.

Pre-Dispositional Investigation and Reports

Agents provide the following pre-dispositional documents to the courts when ordered:

- Pre-dispositional Reports
- Abbreviated Pre-dispositional Reports
- Extended Jurisdiction Juvenile Reports
- Certification Studies

7.4 JUVENILE SUPERVISION – TYPES/LEVELS

7.4.1 Administrative Supervision

Juvenile Administrative Supervision in DFO primarily involves the supervision/monitoring of low risk adjudicated petty clients and assists them in successfully accessing/completing the recommended services within a three or six-month period. These youths are seen, with their parents, by the assigned probation officer immediately after their court hearing and are supported and motivated to follow through on the services recommended for them by the Courts. These may include family activities, skill building, assessments, evaluations, referred services, restrictions, rehabilitative services, measures of accountability and restorative activities. We have recently expanded our services for our ASJ clients by implementing levels of service based on the demonstrated need for continued service and we ‘bump’ the youth to a higher level of supervision as indicated by the YLS pre-screen. We have developed a matrix to guide us in responding to youth/families that appear to need extra support and supervision.

Our Administrative caseloads in Dodge and Fillmore Counties also serve low-risk youth who require an extended period of probation following higher level adjudications. The focus of service is normally monitoring conditions that do not require the intensity of direct service case management.

We continue to explore and use community-based resources, and over the past several years, we have formulated ongoing partnerships with local agencies to provide classes/services for our administrative clients to meet needs around chemical use, shoplifting, and anger management. Also, we conduct a mental health screen on all clients placed on administrative supervision. In response to increasing needs for client mental health services, we have a

mental health professional position in our agency. This Mental Health Professional is embedded in our juvenile supervision team with an ability to respond as needed to support the juvenile supervision team. The Mental Health Professional manages practices relating to mental health screens and assists staff in identifying those clients who may require/benefit from additional mental health consultation and/or assessment/evaluation. The Mental Health Professional is licensed to provide diagnostic mental health assessments, functional assessments, and treatment planning. Our Mental Health Professional follows up with clients and parents as necessary and is available to offer on-going individual support.

7.4.2 Probation Supervision

We believe the framework for quality probation supervision rests on valid assessments, informed and responsive case planning, the ability to develop strong working alliances and collaborative and inclusive decision-making. We recognize our responsibility to provide for accountability and safety on balance with providing for restorative experiences and rehabilitative opportunities that mitigate risk. Long-term safety and well-being rely on adequately addressing the underlying needs of the client, and therefore we place an emphasis on knowing our clients, assessing their risk/need and developing and maintaining strong working alliances with the youth, families, and stakeholders we work with.

Ongoing juvenile probation supervision and case management is holistic, collaborative and community based. We strive to know and work with the ‘whole child/family,’ and to that end, we engage the necessary community resources to meet the ever-changing needs of the client. The work we do is fluid and always aimed at addressing public safety and reducing overall risk in the least restrictive manner while providing for the best interest of the youth. This is a hefty challenge, and it speaks to the need for Juvenile Probation Officers to be experts in creating and maintaining effective partnerships with the family and among community professionals.

Supervision of clients by Probation Officers includes office visits, field visits (school, home, community), phone contacts, group facilitation, and collateral contacts (family, school, law enforcement, social service/community agencies). These contacts are structured to supervise youth according to their risk/needs and to provide the support/motivation to meet case plan goals and complete services/conditions outlined by court order. In general, the higher the risk of the client, the more frequent the contact is between the probation staff and youth/families/collateral resources. This is fluid, and probation officers adjust their work according to the demonstrated needs of the youth over time.

7.4.3 Caseloads

Olmsted County

Service Type	FTE	Caseload (snapshot)
Juvenile Diversion Program	.5	40-50
Administrative Supervision	.5	90-100
Probation Supervision	6	18-25 (moderate to high risk)
Mental Health Professional	1	Individual and small groups as needed

Dodge and Fillmore Counties

A full-time Juvenile Probation Officer is devoted to serving one caseload of 30-35 youth in each county. Officers provide direct probation supervision and diversion services as part of their daily activities. A Case Management Coordinator in each office devotes a portion of their duties to diversion and/or administrative supervision as needed.

7.5 JUVENILE PROGRAMMING

Overview

We utilize a range of services to meet the needs of our youth and their families. Some of these programs are offered within our program and facilitated by our staff, and others are services housed within community agencies we contract and partner with. A cognitive-behavioral framework is central to the services we provide for our youth, and we promote linkages to community services that assist youth in restructuring thinking processes and practice new ways of behaving. We also factor into our programming attention to mental health and a system that supports trauma-informed care. We continue to seek programming that is rooted in research and evidence-based practices.

Crossover Case Management

The determination of probation expectations and the definition of “success” on probation have changed over the past few years. As we have moved in the direction of evidence-based practices, we have seen an increase in focus on risk/needs and a reduced emphasis on court-ordered conditions. Given the expansion of collaborative and inclusive practices (family engagement strategies and case planning conferences), we are seeing probation expectations and the definition of “success” being partially shaped by larger stakeholder groups who have a vested interest in client success. While we continue to utilize our Case Consultation Meeting

and Structured Decision-Making Grid to guide our internal recommendations, we often bring those ideas to a larger context where other systems may add to or suggest edits to the expectations and recommended services. This fundamental shift in practice to become more inclusive has enhanced our work, especially when barriers to success have become apparent. While monitoring the expectations and “success” on probation continues to be a responsibility of Probation Officers, more and more we are seeing other parties to the case having a voice in the process as well. As we move forward toward an evidence-based practice model, we expect to see “probation success” become less a matter of compliance with court orders and more a matter of reduced risk/need with demonstrated success in the community.

Cognitive Behavioral Skills

- Thinking for a Change: We have juvenile probation officers who are trained to teach Thinking for a Change, and we offer the class two to three times per year to clients who present in the moderate to high-risk range. We use a co-facilitation model for this class, ideally with a gender-balanced team.
- Decision Points: We have trained both probation officers and staff from partner agencies in this model. The class is a companion course to Thinking for a Change. *Decision Points* is an open-entry cognitive behavior intervention program designed for delivery with youth and adult populations in contact with the justice system. *Decision Points* is built on the principle of the “Strategy of Choices.” The program equips participants with alternative ways to examine their thinking and the related actions that lead them into trouble. *Decision Points* can be delivered as both a brief intervention and a more intensive intervention with extended program length.
- Office appointments: With the recent development of a practice model where cognitive skill building is the core of the model, agents use tools such as Carey Guides, Brief Intervention Tools (BITs), and role plays while working with clients.

Girls Group

Girls Group is provided on an as-needed basis and utilizes components of the PowerSource Curriculum as well as aspects of Cognitive Behavioral Therapy, Dialectical Behavioral Therapy and Trauma Informed Care. This is a 10-week group that meets weekly and focuses on self-awareness, problem-solving, skill building and support.

Mental Health Services

We currently screen all youth who enter the Juvenile Probation Department for mental health concerns. If the screen indicates possible concerns, that information is then shared with parent/guardian, and incorporated into discussions regarding how best to address youth needs. We screen all youth for mental health, trauma and sexual exploitation.

Screening tools for ACEs are provided to Juvenile Probation Units, along with educational information to share with clients/parents and a resource list of trauma-informed providers within the community. Our hope is, through education, clients become more self-aware of how adverse childhood experiences impact one's emotional and physical well-being from childhood into adulthood.

Resiliency screening tools are also provided to the Juvenile Probation Unit. These tools help clients to identify protective factors/strengths that have helped them during difficult times. As agents of change, we remain cognizant of these factors while working with clients and remind clients of their strengths during times of struggle. We also work with clients to increase protective factors and gain new skills.

As mentioned, in 2014, DFO added a Mental Health Professional/Clinical Care Coordinator. This position has been an asset to our organization. Primary responsibilities include managing practices related to mental health screens and assisting staff in identifying clients who may require or benefit from additional mental health consultation, assessment, or evaluation. This position has also provided direct care to clients whether that be through evaluation and assessment or through individual and/or group care. This position has fostered and supported trauma-informed practices in the Corrections System.

In addition, there is a Youth Behavioral Health Social Worker embedded within the juvenile division. This Social Worker assists with both crisis management and ongoing mental health services.

Trauma and Grief Component Therapy for Adolescents (TGCTA) Group

TGCTA is an evidence-based treatment group for youth who struggle with emotional, behavioral and cognitive issues. Often these youth have been exposed to multiple forms of trauma and loss. TGCTA offers a safe and supportive environment in which youth can process some of their hurts, disappointments and losses and learn healthier ways of coping and moving forward.

Each youth is referred by their probation officer or social worker. Referrals are interviewed by a licensed mental health professional who utilizes several questionnaires (UCLA PTSD Reaction Index for Children and Adolescents, The Childhood Trauma Event Survey and the Abbreviated Description Inventory, etc.). If, after completion of the interview process, the mental health professional does not believe TGCTA is a good fit for the youth, referrals for alternative services will be provided.

Juvenile Sex Specific Outpatient

DFO's Juvenile Sex Specific Outpatient Treatment Program is a collaborative venture between juvenile probation and community providers who contract with us to provide services. They

work together to be sure probation case plans; therapy goals and family involvement is congruent and supportive of youth progress. Additionally, we contract with the therapists to provide weekly individual and/or family therapy sessions for those youth/families involved in the treatment group.

Progress in treatment and risk/recidivism concerns are reviewed periodically through psychosexual evaluations, case planning meetings, treatment assignments/progress, risk assessments and polygraphs. Youth, families, care providers, therapists, and probation staff provide input, and decisions are made about supervision level, treatment goals, and discharge recommendations. Failure to make progress in outpatient treatment generally prompts a recommendation for a more restrictive setting in which treatment can be provided and safety maintained.

Sex Specific Parent Supervision Class

The Juvenile probation staff collaborate with our licensed sex specific treatment provider to offer a class to instruct parents about the needs of their youth and the skills needed to provide optimum supervision of their youth in the community. These classes are generally four hours in length and are offered one to three times per year, depending upon demand.

Healthy Technology Education

Curriculum for adolescent clients that need additional education and support surrounding use of technology and social media. This program is a ten-week course involving clients who have sexually victimized others via text messaging or social media.

Youth Night Campus Day Treatment

We continue to utilize our Youth Night Campus (YNC) day treatment program for some of our more moderate to high-risk/needs youth. It provides five-day weekly after school/evening program for our moderate to high-risk clients aged 14-18 who need additional programming and supervision to remain in the community. Integral to the program are mental health services as well as programming to address educational issues, life skills building, cognitive behavioral skills to address criminal thinking and responsibility taking.

YNC is a case-plan driven program that involves youth, parents, referring officer and treatment staff in the management/decision-making around youth progress. We have, in the past several years, added family-based services, victim empathy programming and tracking services to the menu of options for youth within that YNC program.

7.6 COLLABORATIVE EFFORTS

The Juvenile Unit works to enhance and expand our collaborative and integrative work with stakeholders, particularly Olmsted County Social Services and Rochester Public Schools.

Family Based Services

Olmsted County Juvenile Corrections continues to explore evidence-based screening tools and assessments to assist in determining unmet needs and then providing our youth and their parents with the most appropriate and timely services. As needed, we contract with mental health professionals within the community to assist with providing assessments and therapeutic services. Also, we continue to partner with Olmsted County Social Services with cross-over cases and collaborate on how we can build upon the continuum of care.

Collaborative Intensive Bridging Program

An intensive treatment program for youth ages 6 through 17 who have problems with: aggression or fighting with others, truancy, self-injurious behavior, acting out in home or school, depression, theft and other behaviors. To meet the needs of these children and families a model of treatment was developed that combines intensive in-home therapy with an intensive Residential Treatment Center Placement. This model is based on research which indicates that children are best treated with their family in the environments in which they live and interact.

Olmsted County Bridge Collaborative

The Minnesota Legislature established Children's Mental Health Collaboratives and Family Services Collaboratives in 1993 as innovative approaches to address the needs of children and youth who face complex problems involving them and their families with multiple service systems. The Olmsted County BRIDGE (Building Resilience in Development, Growth, and Education) Collaborative is made up of at least six partner agencies including a Public Health entity, School Districts, Corrections, Head Start Agency, Mental Health Agency, a Community Action Program and Social Services. Collaboratives are beneficial in improving communication and coordination between providers county-wide, providing the ability to generate funding through the Local Collaborative Time Study (LCTS), and providing the ability to fund additional programming for children and families in Olmsted County.

Case Planning Conferences

Juvenile Corrections continues to utilize case planning conferences as a routine part of case planning strategies. It is routine for probation officers to convene monthly case planning conferences when working with system involved youth where multiple professionals are involved. These typically include the youth, parent(s), foster parents, school personnel, social services, guardian ad litem or other youth advocates, and the probation officer. We can access

the expertise from social services case planning conference facilitators who are trained and practiced in the case planning conference model. In collaboration with Social Services, we have established a protocol for domestic assault cases in which a rapid response conference is conducted within 48 to 72 hours of arrest. The desired outcome of the conference is to safely return the child home.

Family Group Conferencing

Olmsted County Juvenile Corrections recognizes that engaging families and other youth-support people is an important best practice for probation supervision and long-term well-being for youth. To that end, we have greatly expanded our use of Family Group Conferences. We are fortunate in Olmsted County to have a Unit within our Social Services Department devoted to increasing the use of family engagement strategies in our work, and they have been most responsive to our requests for support.

Public Education

Juvenile probation officers are committed to expanding community awareness and support for services to juvenile clients and their families. Our agents are actively involved in numerous community organizations/advisory boards, and they speak publicly upon request about juvenile justice theories, practices and services. We routinely are invited to address schools, college classes, parent teacher groups, and service organizations.

Victim Advocacy Services

The programs of Victim Services provide advocacy and support to victims of crime; general crime, sexual assault survivors, trafficking victims, and sexually exploited youth. This advocacy work includes prompting system change by working with our system partners to be more responsive to the needs of victims. We also provide prevention education to challenge the existence of violence in our communities. Services include, but are not limited to, a 24-hour crisis line, crisis intervention services, support and advocacy during evidentiary exams at the emergency room and during law enforcement interviews, assistance with filing restraining orders and safety planning, as well as ongoing advocacy services throughout the life of a criminal case.

7.7 HOUSING

Gage East Permanent Supportive Housing

The Gage East Apartments provide permanent supportive housing for 30 homeless families and 25 youth ages 16 to 21. Opened in late fall 2016, the Gage East Apartment help some of the more than 200 to 300 homeless families and 60 to 100 unaccompanied homeless youth find a place they can call home. Center City Housing Corp. is partnering with Essence Property

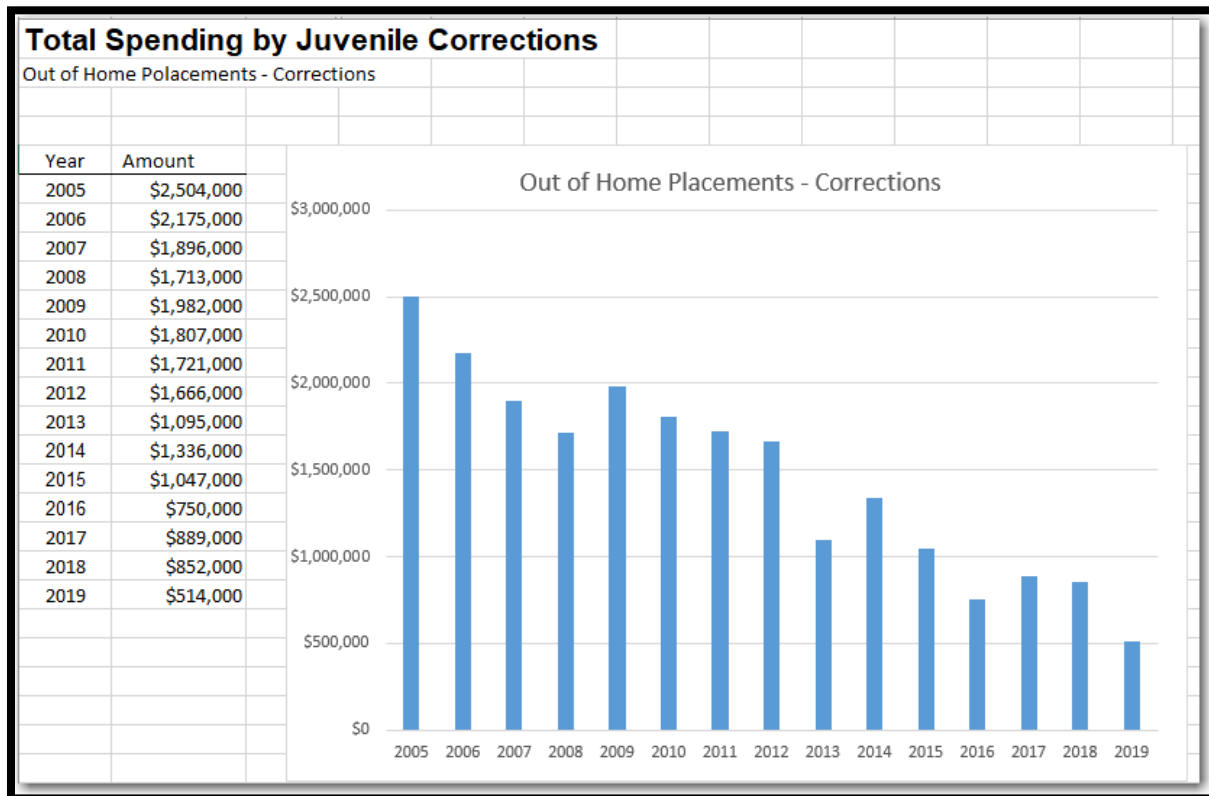
Management, Inc. who manage the Gage East Apartments. In addition to providing access to affordable, quality housing for individuals and families, they also provide case manager support which focuses on providing assistance and access to community resources, advocacy, and referral.

7.8 OUT OF HOME PLACEMENTS

The Juvenile Unit's Program Manager focuses on out of home placements, manages the out of home and alternative to placement budgets and develops a local continuum of care.

Out of Home Placement Expenditures

Below is the expenditure report for out of home placements spanning the past 15 years which shows a nearly 80% decrease in the cost of out of home placements from 2005 to 2019.



Residential Placement Teams

We continue to collaborate with our partners within each of the counties' social service departments in staffing each other's placement teams and to represent our areas of expertise. This sharing of staff has led to increased communication, improved understanding of each other's systems and expanded our working knowledge of resources. Our collaboration has resulted in creative initiatives for placement prevention and preserved/enhanced revenue sources through IV-E channels.

Residential Placements

We continue our commitment to utilizing the right service for the right youth for the right reasons at the right time, and we attempt to keep that in our sights when making all case management decisions. We utilize validated assessments and whenever possible we use community-based resources to meet the needs of youth/families. Knowing that keeping youth in the community is usually the best and least restrictive option. By increasing local resources, we might minimize the need for out of home placements. We have made it a priority to expand what is available locally. It remains true that we have markedly increased our collaboration with social services, invested in family engagement/case planning strategies, implemented family-based services, and we've maintained an internal resource for completing diagnostic mental health assessments and family assessments. We have also implemented a process by which we review our placements, assessing the original fit in placement and developing a transition plan that ensures continuity of care and transference of the skills learned in residential.

We recently expanded our contract with 180 Degrees Von Wald Group Home for emergency holds when law enforcement will be charging a youth with a crime and public safety can be provided without detaining youth. With the Olmsted County Juvenile Detention Center closure coupled with our priority to minimize incarceration of youth, this option provides law enforcement a lesser restrictive placement when detention is unwarranted and the youth is in need of a safe place for both the youth's safety and public safety. Youth will receive all routine assessments and services during their placement, as the length of their placement allows, which includes but is not limited to: group sessions, activities, schooling, recreation, individual service planning, and daily one on one sessions with Youth Workers. After intake, Von Wald staff will send out notifications to the Community Corrections distribution list to start the process of court proceedings and discharge planning. Von Wald staff will assist in coordinating any discharge planning meetings as needed to assure, whenever possible, youth are able to be discharged safely as soon as possible.

We continue to experience case after case where our clients are coming to us with increasingly complex, unmet needs around family conflict, youth/parent mental health, chronic neglect, educational issues, trauma, chemical use, homelessness, and poverty. When these risks and needs become apparent, we employ our case consultation protocols and engage a multi-disciplinary Corrections Placement Team that utilizes the least restrictive options, and reviews/approves our out of home placements when necessary. We continue to implement monthly face to face visits with every youth in placement, more frequent reviews of placements and reserved the use of long-term placements for the very high-risk/needs youth. Since the COVID-19 pandemic, face-to-face contacts to meet Every Child Every Month and Child Welfare-Targeted Case Management priorities, DHS approved telephone and video visits to ensure safety of staff and clients while maintaining robust case management services.

Detention Usage

Olmsted County juvenile probation continues to maintain a practice model that demonstrates a reduction in the use of detention. We are rooted in a practice model that focuses on least restrictive efforts and providing a continuum of proportional responses. We have engaged more system collaboration and we have expanded our use of community resources. In addition, we continue to prioritize keeping our caseloads manageable so that we can focus adequate time and energy on keeping youth in our community. We have learned that collaborative case planning, family engagement strategies, responsive case management, creative problem solving, and relationship building are hallmarks to engaging youth/families in pro-social changes; all of this requires an investment in time and energy that manageable caseloads enables.

Olmsted County Juvenile Detention Center

After 22 years, the 16-bed Olmsted County Juvenile Detention Center (JDC) closed its doors due to decreasing youth incarceration rates. The facility served the last youth during the month of May 2020 and the doors were closed 01 June 2020. All the JDC full-time staff, employed by Olmsted County, were offered positions in other departments and 9 of the 11 chose to maintain employment with the county. The license to operate the facility was returned to the DOC. We are appreciative of the many years of support from the DOC and specifically from the Enforcement and Inspections Unit. Professional working relationships developed with those staff over the years proved beneficial for our staff and the clients we served.

The number of beds being utilized at the JDC had been trending downward for the past five years. This trend, coupled with the fact that the facility was serving far more youth from other counties than Olmsted, made it increasingly more difficult to justify the cost of maintaining the JDC, especially during a time of financial strain due to the COVID-19 pandemic. The trend seen in Olmsted County is no different than what has been seen across Minnesota and throughout the country. Other counties across the state have reduced the size of their facilities based on the same downward trends we are experiencing locally. Part of the decline in youth incarceration rates can be attributed to community-based alternatives being followed by corrections agencies across the United States.

DFO Community Corrections is committed to Evidence Based Procedures and Practices. The evidence shows that juvenile incarceration alone does not work; in fact, in many cases, it can lead to juveniles experiencing further issues with the law as adults. Within DFO Community Corrections, we want to combat those statistics; therefore, with each juvenile we work with, we take a multi-systemic approach that involves connecting the youth and the family with community services. This could mean providing mental health or chemical health services while also providing education to the family and/or collaborating with the county's Child and

Family Services team to find the resources that will be the most helpful in correcting the problematic behavior. We believe that when a youth can receive services in the community safely, without being a threat to the public, the criminal justice system is working.

We also recognize a need for secure detention in cases where youth commit serious offenses and present a risk to public safety. In those cases, Olmsted County can use other detention facilities in the state. We have worked very closely with leadership from the Dakota County Juvenile Services Center, and many other justice partners, to develop action plans to meet these needs. Olmsted County has not yet determined future plans for the former JDC building.



8 VICTIM SERVICES

8.1 HISTORY

Victim Services has a rich history that started in 1976 when a group of concerned citizens organized to start a 24-hour crisis line for victims of sexual assault. A year later, the Dodge, Fillmore, and Olmsted County Community Corrections Advisory Board voted to bring the crisis line under its umbrella. Then in 1986, through the Victims of Crime Act (VOCA) grant, our office received additional funding to provide services to victims of crime. The funding is from the U.S. Department of Justice and is administered through the Minnesota Department of Public Safety, Commissioner of Public Safety Office of Justice Programs. The Victim Witness Assistance Program joined the Sexual Assault Program and was renamed Victim Services. That same year, services to victims were expanded to the rural areas of Dodge and Fillmore counties.

This year marks a 44-year tradition of Victim Services providing advocacy and support to victims of general felony crime, sexual assault, trafficking and exploitation, their families, and the communities we serve. Our commitment to crime victims is evident in the mission, vision, and values that guide our work.

Mission: To promote safety and healing through victim-centered advocacy and education.

Vision: A trusted resource for education, prevention, and empowerment of individuals, families, and communities impacted by crime.

Values: Compassion, Confidentiality, Respect for Humanity, Responsiveness, Self-Determination, Victim Inclusivity.

The Victim Services program within DFO Community Corrections provides a full spectrum of advocacy services to crime victims from the time of the initial offense through investigation, prosecution, and post-conviction, providing comprehensive services to support victims.

8.2 COMPREHENSIVE SERVICES

Victim Services provides comprehensive services to all crime victims whether they choose to access the criminal justice system. Our program location within Community Corrections, coupled with our grassroots history, has resulted in a program that offers a broad range of services to crime victims including a combination of services commonly found in non-profit organizations and government-based programs. One example of this is an outreach criminal advocacy clinic that we run at the Intercultural Mutual Assistance Association (IMAA) on a bi-monthly basis to directly meet the needs of crime victims of Somali, Latino, Sudanese, and Asian communities as well as other Refugee and immigrant communities served by IMAA.

Services include:

- **24-hour Crisis Line** staffed by trained volunteers on nights and weekends with staff advocates providing back up support for cases involving child sexual abuse, trafficking, and felony domestic violence.
- **24-hour Crisis Response** to hospital, crime scenes, and law enforcement interviews
- **Short-Term Counseling** in response to the immediate aftermath of crime
- **Criminal Justice Advocacy** from the time of the initial offense, through investigation, prosecution, sentencing, post-conviction, and release
- **Crime Scene Cleanup** for scenes of violent behavior
- **Outreach Criminal Advocacy Clinic** offered twice monthly in partnership with IMAA
- **Sexual Assault Support Groups**
- **Personal Advocacy** with landlords, employers, social services, etc.
- **Information and Referral** for housing, shelter, food, financial support, mental health, basic needs, chemical dependency, supervised visitation, employment, social services, public health, etc.
- **Emergency Fund** application, disbursement, and management
- **Assistance with Reparations Application**
- **Sexual Assault Exam Payment** ensuring victims do not receive bills, and hospitals receive prompt payment for services
- **Legal Advocacy** Assistance with OFPs, HROs, immigration, and civil matters
- **Transportation** as needed for hearings, counseling, providing bus passes, or utilizing the county volunteer driving program
- **Professional Training** of criminal justice professionals, human service professionals, and medical staff on the dynamics of victimization and their role in providing a coordinated and victim-centered response
- **Volunteer Training and Management** by offering 40-hour sexual assault training to community members and volunteers and providing ongoing supervision of our team of volunteers
- **Coordination of Services with the Child Advocacy Center:** member of a multi-disciplinary (MDT) accompaniment for forensic interviews, medical exams, and providing ongoing advocacy services
- **Restitution Assistance:** preparing affidavits, civil judgment docketing, and restitution collection
- **Regional Navigator and Supportive Services for Sexually Exploited Youth:** victim advocacy, education for professionals, community members, and technical assistance/support
- **Establish and Facilitate the Olmsted County Human Trafficking Taskforce,** a MDT to develop a coordinated and comprehensive response to trafficking and sexually exploited victims using a victim-centered service model

- **Community Education and Outreach** offered to schools, service providers, and the public to increase awareness of victimization, response options, and availability of services
- **Coordinate the Sexual Assault Interagency Council** a MDT for developing and revising protocol for a coordinated, comprehensive and victim-centered response to sexual violence
- **Sitting on a variety of MDT meetings** to ensure other providers and partners are aware of our services that may be applicable to clients they serve
- **New Americans Academy:** to break down barriers people from other countries may have about the justice system, local law enforcement, and victims' rights and to educate on how to navigate the system.

8.2.1 Advocacy

Victim Services has a long-standing tradition of delivering quality service to crime victims. This comes as a result of the credibility we have built amongst our criminal justice partners, our capacity to provide a 24/7 crisis response, and the victim-centered protocols in place to guide the work. For fiscal year 2021, our General Advocacy program will receive \$232,540 in VOCA funds for our Crime Victim Services Grant. This Federal funding comes from the US Department of Justice and is administered through the Minnesota Department of Public Safety. Advocacy services and prevention education are carried out by a dedicated staff of 15 and more than 40 active volunteers. The General Crime Advocates hold a minimum of a four-year degree, three master's degrees, and one a Juris Doctorate. They manage caseloads of roughly 85-100 cases and provide 24/7 coverage for the crisis line. The Safe Harbor Advocates hold a minimum of a four-year degree or an equivalent in experience and have a combined 33 years of advocacy experience. They manage caseloads of 25-30 clients and provide 24/7 coverage for the crisis line.

Victim Services' staff and policies are led by a belief that victims have a right to, and a capacity for self-determination. Victims are therefore provided with options and empowered to make informed choices that are right for them. Advocates at Victim Services routinely advance their skills through attendance at trainings and staying current on new laws and developments in the field. Victim confidentiality is of the foremost concern. All staff participate annually in data practice training and qualify for advocate privilege pursuant to Minnesota statute 595.02 subd. (k). Weekly case consultation and supervision assures consistency and fidelity.

Dodge, Fillmore, and Olmsted County Victim Services continues to see a high demand for services and programming. In 2019, Victim Services provided direct services to more than 1,500 victims. Of those victims, 25% were persons of color, 61% were Caucasian, 14% were not reported, and 11% reported they were of indigenous backgrounds. Our office expects to see a significant increase in the coming year for serving victims who are of races other than Caucasian as we will begin our implementation phase of the outreach criminal advocacy clinic with IMAA, who serves refugee and immigrant communities. Furthermore, 74% of the people we served

were female, 20% were male, and 6% either chose not to report or did not identify as male or female. Additionally, our office provided services to 322 people who disclosed having a mental illness, 33 homeless individuals, and 51 people who reported having a disability, and 19 clients who were refugees, immigrants, or asylum seekers. Our staff provided over 31,000 services ranging from information, referrals, personal advocacy and accompaniment, emotional support or safety services, shelter and housing services to criminal and civil justice system assistance. Of those we serve, some victims received intense services for 30 days or less while others receive services for two years or longer as their cases move through what can often be a long criminal justice system.

8.2.2 Prevention and Education

In addition to providing high quality advocacy services to crime victims, Victim Services has a long-standing commitment to prevention education and outreach. For 30 years, Victim Services served as the longest running licensed site for the Touch Continuum and No Easy Answers programs of Illusion Theater. Each year, Victim Services coordinated and moderated these primary prevention programs that reached more than 4,000 students annually. Today, our commitment to community education and outreach continues. We currently provide prevention education in every elementary and secondary school in Dodge and Olmsted County, and more than half of the schools in Fillmore County; reaching 13,000-16,000 students per year. We have been providing prevention education in all four high schools in the Rochester High School District and all Catholic schools in Olmsted County for the last four years. Victim Services has been intentional to align the prevention curriculum we use with the National Sexuality Education Standards recommended for school-aged children. Most schools have now built our prevention programs into their school curriculum and we present annually. Victim Services currently offers nine primary prevention sexual violence curriculum to youth, fifth grade through college.

8.2.3 Safe Harbor Regional Navigator & Support Services

Since 2014, Olmsted County Victim Services has been a recipient of the Minnesota Department of Health's Safe Harbor Regional Navigator Grant (\$330,000 for fiscal years 2021-2023) and the Safe Harbor Supportive Services Grant (\$529,000 for fiscal years 2021-2023). Today, these additional funds employ four staff; One Regional Navigator, two case aides, and one paid intern who serves as an intake specialist and manages a smaller caseload of 15-20. Since receiving Safe Harbor funding, Victim Services has focused on increasing awareness and education about sexually exploited and trafficked youth to systems professionals and community organizations throughout our 11-county Southeastern Minnesota region, providing direct services to victims, expanding prevention education to youth, and helping develop policies and best practices to be utilized both in our region and throughout the state. To date, we have served over 700 survivors of sex trafficking and exploitation or those at high-risk. We

have seen this number steadily increase as more systems providers are trained in how to recognize sexually exploited youth (SEY) using screen tools.

Victim Services' organizational structure as a county agency has uniquely positioned us to develop close working relationships with social services, probation, law enforcement, the county attorney's office, the Child Advocacy Center, medical staff, and schools. These relationships have proved invaluable when educating and influencing policy and practice changes related to Safe Harbor. Because of this infrastructure, the comprehensive nature of services that we provide, and the working relationships that we have built with our systems partners, Victim Services and Safe Harbor have educated over 20,000 people to date, both professionals and community members. Through the education provided and a better understanding of the Safe Harbor laws and program mission, policies and best practices have been implemented to improve outcomes for SEY throughout Southeast Minnesota.

In January 2020, our office facilitated a human trafficking awareness event, *Survivors and Systems: A Collaborative Perspective*, where two survivors of trafficking shared their stories following by a panel discussion. This conference was well attended by over 250 community members. Our Safe Harbor Office has also been a leader in the state to ensure that survivor voices are heard. Survivors from our region participate in trainings at both the local and state level, survivors review all materials that are used in our practice, and we have survivor representation on the Olmsted County Human Trafficking Task Force and Protocol meetings. Along with professional and community education, our office also offers "Not a #Number" groups to at risk youth. This group provides in-depth prevention-focused education on exploitation, recruitment tactics used by online and in person predators, and works to develop skills to safely navigate potential and existing exploitive situations. Over the last year we have created a strong partnership with Project Legacy, an agency who serves at-risk youth of color, to host "Not a #Number" groups with the youth they serve.

Our Safe Harbor office practices by the principles of the No Wrong Door Model (NWD) including, but not limited to, providing victim-centered, trauma-informed, age-appropriate, and culturally competent services that are responsive, coordinated, and comprehensive. We have worked to enhance interagency collaborations and strive to develop new partnerships with agencies who also adhere to the NWD principles. To do this, over the last year we completed a community needs assessment in the 11 counties we serve by contacting providers from various domains including, but not limited to, mental health, crisis, and chemical dependency, translation, LGBTQIA+, and medical resources. When the agencies were contacted, we offered training on our program to those interested. We then compiled all the resources and created the Southeastern Minnesota Safe Harbor Resource Guide that has been distributed to our systems partners and throughout the state. Additionally, Safe Harbor is driven to create solidified pathways for SEY victims to get timely services that meet their individualized needs and to empower them to be able to leave the life for good. We have

helped develop risk assessment tools that are being used throughout our region and across the State. In 2019, an official protocol was released in Goodhue County, the first in the state to do so, that defines the exact, best practice, pathway to follow when providing services to SEY. A Safe Harbor staff was a member of the team that created this, and our office expects to move forward with the Olmsted County protocol beginning in 2020.

In 2019, the Minnesota Student Data Survey¹⁴ added a question that asked students if they “have ever traded sex or sexual activity to receive money, food, drugs, alcohol, a place to stay, or anything else?” The results showed that 1.4% of high school students marked yes, amounting to roughly 5,000 young people in MN having been sexually exploited, per Minnesota Safe Harbor Law. The results showed that the LGBTQIA community was heavily represented. Both transgender youth (5.9%) and youth unsure about their identity (3.3%) have experienced trading sex for something of value at much higher rates than both cisgender females (1.3%) and cisgender males (1.2%), who are affected at very similar rates. As of June 2020, our office is pleased to have served 90 cis-gendered males, 8 transgender youth, and 4 gender non-conforming youth, and over 600 cis-gendered females. Additionally, results showed that American Indian/Native American (3.1%) disproportionally responded yes to this question compared to other races who responded yes; Multiple Races (1.8%), Black/African American (1.7%), Hispanic (1.5%), White (1.2%) and (Asian .7%). Our Safe Harbor Office has a longstanding history of working with the Prairie Island Community whose reservation is in Goodhue and Olmsted Counties. We have partnered with the Prairie Island Police Department and Prairie Island Family Services for the creation of the Goodhue County Safe Harbor Protocol. When a victim is identified as having a tribal affiliation, Prairie Island Social Services is contacted, with the victim’s permission. We have trained their law enforcement in recognizing SEY and how to refer to Safe Harbor for ongoing services and support. We have also conducted extensive training at the Prairie Island Casino and Resort on how to recognize victims and connect them with Safe Harbor services.

8.3 COLLABORATIVE INITIATIVES

Victim Services has strong collaborative relationships with many of our criminal justice and community partners. Included are some examples of the coordinated efforts that have established these relationships and the victim-centered processes that have resulted.

Law Enforcement

Law enforcement continues to be our largest referral source, connecting victims with advocacy services from the initial point of crisis. Written protocols using a victim-centered model guide

¹⁴ Source: Minnesota Student Data Survey, <https://www.nursing.umn.edu/research/research-projects/trading-sex-and-sexual-exploitation-among-high-school-students>

this work and ensure a smooth referral pathway. Monday thru Friday an advocate does an in person reach out to both the Sheriff's Department and Rochester Police Department to obtain any felony level criminal cases that have come in within the last 24 hours.

Victim Services provides ongoing training for new and experienced officers on the dynamics of victimization and the services available to crime victims. Victim Services recently worked with OJP to update the crime victim notification cards and provided training to local law enforcement about the rights and services available to crime victims in each of our three-county areas. This Rochester Street Crimes Unit partners with Victim Services to provide an immediate response to victims of trafficking and exploitation. While it was previously an unmet need in our community, advocates are now responsive to call outs to the scene during operational stings. Additionally, Victim Services regularly partners with the Olmsted County Sheriff's Department to hold community forums on a variety of topics in rural towns in our county. These are often attended by 50-200+ people. Victim Services also participates in the annually offered New Americans Academy, a program designed to break down barriers people from other countries may have about the justice system, local law enforcement, and victims' rights and to educate on how to navigate that system and access resources.

Prosecution

Prosecution in all three counties work cooperatively with Victim Services, recognizing that an advocate's ongoing contact and support of a victim throughout the life of a case can contribute to successful prosecution and improved victim satisfaction. Prosecuting attorneys rely on advocates to keep victims informed about the criminal justice process, to assure input in the plea negotiation phase, assist with preparation for testimony, accompany victims to hearings and trials, provide assistance with victim impact statements, and facilitate meetings with probation around the PSI process. The relationship is aided by the fact that all three Victim Services offices are located within their respective County Courthouse. The Olmsted County Attorney's Office also actively participates in SAIC, the CAC, and the Olmsted County Human Trafficking Taskforce to ensure efforts are coordinated and responsive to the needs of victims.

Social Services

Victim Services currently participates in the Sexually Exploited Youth Workgroup within Social Services to assist in the development of protocol designed to help the system identify and connect youth who have been trafficked or are at-risk of exploitation to appropriate and timely services. We currently attend the Olmsted County Family Collaborative meeting where they review child protection cases that specifically hold a multi-discipline team. In this MDT setting they have a consult form that they utilize and have an opportunity for providers to offer ideas for next steps. All cases are screened to determine if they qualify for our services as well. We attend the Olmsted County Youth Behavioral Health Consult, and the Olmsted, Goodhue, and Fillmore County Child Protection consults. This collaborative work has been instrumental in

helping social workers from across the county better understand the dynamics of victimization and the rights and services available to victims. As a result, we have seen increased referrals from our systems partners and have been invited to several Social Service forums to talk about the needs of victims and services available to improve service delivery to mutual clients.

Probation

As a part of DFO Community Corrections, Victim Services' collaboration with probation is daily and ongoing. All aspects of the Community Corrections delivery system reflect consideration of the impact on victims. Advocates help ensure victim input during the PSI process, reach out to victims to determine their position on a client's request for early discharge, help coordinate and support victims during amends sessions, and participate in probation case consultations, providing a victim-centered lens during all stages of the process. Victim Services benefits from having access to a Mental Health Professional who is embedded in Probation and attends weekly consults to ensure the work we do is trauma-informed and victim-centered. We currently attend the Olmsted, Goodhue, Dodge, and Fillmore County Probation Consults, which includes both Juveniles and Adults.

In May 2019, Victim Services requested assistance from Probation to draft miscellaneous Harassment Restraining Orders (HROs) due to caseload volume concerns. Since that time, approximately 15 staff within probation, both support staff and probation agents, have been trained in the completion of these orders. These staff are made available to meet with the citizen, complete the appropriate forms, and take notes. Not only has this helped to provide a need to citizens, but it has been a collaborative and educational opportunity for staff within probation to learn more about the services provided by Victim Services.

Courts

The courts recognize the role of the victim advocate in the criminal process and regularly refer victims to our offices. The ease of access to information is aided by advocates' access to otherwise non-public sections of criminal justice databases providing accurate and timely access to data for victims. Victim Services accompanies clients to court hearings, and when a client is unable to attend due to scheduling, safety, or their healing process, our staff will attend the hearing in their place and communicate with the client following the hearing. Additionally, we help clients in crafting their Victim Impact Statements and offer to read the statements for them when applicable. Our staff have also gone through training provided by a judge on writing HROs and Orders for Protection (OFP).

St. Mary's Hospital SANE Program

Sexual assault nurse examiners (SANEs) at St. Mary's Hospital follow a written protocol to contact a Victim Services advocate when a patient reporting a sexual assault presents at the

hospital. We have seen this protocol fully implemented, and we are consistently contacted via our 24/7 crisis line every time a sexual assault case comes into the Emergency Department. Invoices for sexual assault exams are processed and paid out of Victim Services' budget for assaults occurring in Dodge, Fillmore, or Olmsted counties so victims never receive a bill. This collaboration has helped ensure that victims have access to an advocate to support and empower them to make informed choices throughout the exam process. The head of the Emergency Department has presented at and is a member of the Olmsted County Human Trafficking Task Force. Trainings have been conducted with survivors from our region that have been presented at conferences throughout the state. Together they highlight where issues overlap with victims of trafficking and exploitation and the medical community.

The Mayo Clinic Child and Family Advocacy Center (CAC)

A multi-disciplinary response in child abuse cases has been found to be effective in reducing trauma to children, promoting successful legal intervention, and ensuring the availability of appropriate follow-up services for children and their families. To build a multi-disciplinary response to child abuse cases in Olmsted County and Southeast Minnesota, Mayo Clinic partnered with city and county officials to develop what is today called The Mayo Child and Family Advocacy Center (CAC).

Since its inception in 2011, Victim Services has been an integral part of the CAC and is currently the only advocacy program that is not housed within the CAC. We currently provide all advocacy services within the center for the State of Minnesota. This partnership has assured that an advocate is connected with all cases of child sexual abuse and serious physical abuse from the initial point of entry to the system. This coordinated and multi-disciplinary approach has worked to reduce fragmentation amongst systems professionals and provide a more seamless and victim-centered response to victims and their families. The CAC's program manager sits on the CAC Executive Committee along with the Victim Services Supervisor, the Olmsted County Attorney's Office Supervisor, and the elected Olmsted County Sheriff to review the state of child victimization in our county.

8.4 SYSTEMS CHANGE & PROFESSIONAL TRAINING

Sexual Assault Interagency Council (SAIC)

The Olmsted County SAIC brings together a multi-disciplinary group of professionals utilizing a victim-centered approach to improve the criminal justice systems response to sexual assault victims and survivors. Dating back to 1996, Victim Services received federal VAWA funding for the Minnesota Model Protocol Project, which resulted in the SAIC. The SAIC has developed written protocol which has continually been updated over time. Currently, a senior social worker from Victim Services is leading a review and restructure of the SAIC to ensure we are

providing a meaningful forum for provider dialogue regarding sexual assaults. As part of this review, we are meeting with all system partners, MNCASA, and other SAICs within our region.

Olmsted County Human Trafficking Taskforce

In 2014, Victim Services created the Olmsted County Human Trafficking Taskforce to collaboratively address human trafficking and identify and share best practices for working with victims of sexual exploitation and trafficking. Over the years, this team has grown and is currently made up of many of our criminal justice partners and community organizations including: Olmsted County Attorney's Office, Rochester Police Department, Olmsted County Sheriff's Department, FBI, Community Corrections, Public Health, Child Protection, Youth and Behavioral Health, Lutheran Social Services, Sisters of St. Francis, Mayo Clinic, Fillmore County Sheriff's Department, Rochester Women's Shelter, a survivor, and community members. Together, this task force is working on increasing the system's effectiveness through a victim-centered response. The Victim Services Safe Harbor Regional Navigator chairs the task force and has been intentional about bringing best practices from across the state to our region. Additionally, we also attend the Minnesota Human Trafficking Taskforce at the state level.

Equity and Diversity Inclusion

In 2020, the Minnesota House of Representative approved a resolution declaring racism a public health crisis in Minnesota. Our office recognizes the intersectionality of racism, criminal victimization and poverty in the communities we serve and strive to uphold a standard of equality in our office. Victim Services has two staff members who sit on the Diversity and Inclusion Group (DIG) and one staff member who participates in the Community Corrections Team of Champions. These groups are driven to develop strategies and activities that create opportunities for service providers to think about, have dialogue, and develop actions to address the issues of disproportionality, diversity, and inclusion in their work. The staff who participate in these groups bring educational activities to our weekly team consults to raise awareness and educate the team so we can better serve our clients. Additionally, we have a staff member who provides the Community Corrections Newsletter with articles related to diversity and inclusion so the entire department can stay current on important issues in the media.

Community Engagement and Partnerships

Victim Services is actively engaged with the communities we serve. Since September 2014, Victim Services has provided education to more than 20,000 professional and community members. We also actively participate on several community event planning committees. Examples of our community engagement includes participation in the following: the criminal advocacy clinic at IMAA, Domestic Violence Council, wide variety of systems partners on the

Community Corrections Advisory Task Force, and collaboration with the Rochester Women's Shelter, where we house two of their advocates in our building.

Volunteer Program

Victim Services supports a robust volunteer program with more than 40 active volunteers that help us ensure the needs of victims in our community are met 24/7. All volunteers have successfully completed the 40-hour sexual assault advocacy training and participate in ongoing training and support. Volunteers are supervised by the volunteer coordinator with assistance from all staff members who alternately serve as staff back-up to the volunteers during their crisis line shifts.

In 2019, volunteers contributed a total of 6,463 hours to Victim Services and crime victims in our community. An important aspect of community engagement is our volunteer program. Volunteers with our program take their positive experiences and knowledge back to their families, neighborhoods, churches, and workplaces and spread the word of support and available services for victims.

Partnership with Local Correctional Facilities & Community Partners

As a result of the Prison Rape and Elimination Act (PREA), several local correctional facilities (Federal Medical Center, Olmsted County Adult Detention Center and Fillmore County Jail), including an area halfway house (Damascus Way) and domestic violence shelter (Rochester Women's Shelter), have reached out to Victim Services around the development of policies and protocols designed to connect potential victims in their facilities to sexual assault advocates. This has led to an increase in these institutions' awareness of our services and the rights of victims. As a result of these new collaborative efforts, those incarcerated now have access to a sexual assault advocate 24/7. Advocates have in turn been trained on how to respond to these unique requests. Additionally, the Olmsted County Adult Detention Center has implemented a kiosk that allows detainees to email Victim Services to directly request advocacy if they are a victim of a crime while in the jail.

Rochester Women's Shelter

Since 2019, Victim Services has provided the Women's Shelter with office space for two shelter advocates to be located within Corrections. The Rochester Women's Shelter sits on the Olmsted County Human Trafficking Task force, OCJDV council, and the OC Community Corrections Advisory Taskforce. The Women's Shelter currently holds the Trafficking Victim Assistance Program (TVAP), which is significant because when our Safe Harbor team has a trafficking victim who is applying for a T-VISA they can utilize this program to receive wrap around services and funds.

Intercultural Mutual Assistance Association (IMAA)

Victim Services has partnered with IMAA to reach several underserved populations in our community. This has included expanding our collaborative work to teaming cases when culturally appropriate. Our combined expertise has allowed us to better meet the needs for victims from diverse cultural backgrounds and has provided education to our team as we are always learning how to be more culturally sensitive from our partnership with IMAA. We have also engaged IMAA in the development of cultural considerations and competency that will be incorporated in our SAIC guidelines.

Beginning in fall of 2020, Victim Services will be partnering with IMAA to offer an outreach criminal advocacy clinic for IMAA clients. The program is designed to meet the needs of domestic violence victims but will be open to sexual assault and trafficking victims as well. At our request and recommendation, IMAA now sits on the Olmsted County Corrections Advisory Task Force, Olmsted County Human Trafficking Task Force, and the OCJC Domestic Violence Council. We have specifically partnered with IMAA on homicide cases, trafficking cases, and domestic violence cases where there is a cultural component to the case to provide an intersectional approach. We also utilize their translation services, interpreters, and insurance navigators when we are working with a client whose first language is not English.

Lutheran Social Services

In 2020, Lutheran Social Services received the Safe Harbor housing grant and now serves the Southeastern region of Minnesota for housing SEY. We currently have five clients who have been sex trafficked or exploited enrolled in their program. The program provides a year and a half of housing support, assistance in furnishing the apartment, and case management services to those enrolled. We also have Safe Harbor clients enrolled in the other programs they offer as well. We are currently meeting twice a month to consult on our shared cases and to provide wrap around services for SEY in our region.

Project Legacy

Our Safe Harbor team partners closely with Project Legacy, who is now producing services to adult survivors of trafficking after receiving funding. In 2020, we helped to secure a \$5,000 donation from Assisi Heights to Project Legacy. We have regularly referred clients to their youth programming and offer “Not a #Number” groups to the youth they serve. Project Legacy’s Executive Director has regular consults with our Program Director on best practices and resources for our programs, and we have provided support and guidance during their grant writing process.

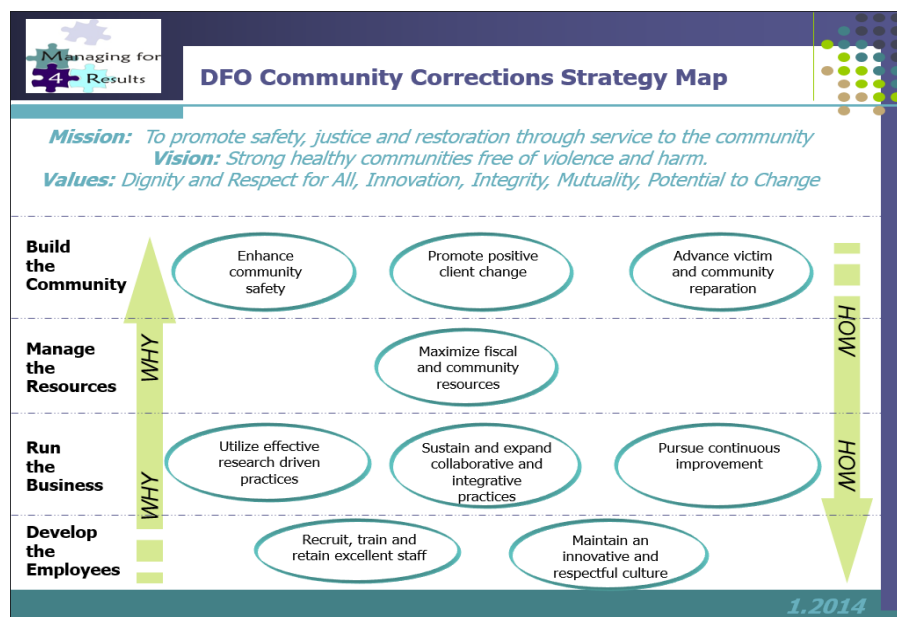
9 STRATEGIC PLANNING, CONTINUOUS IMPROVEMENT & OUTCOMES

9.1 MANAGING FOR RESULTS (M4R)

The M4R information provides organization-wide and department-wide snapshots of progress the County is making towards achieving its *Vision: A dynamic, world class County delivering excellence every day*. The County has chosen the Balanced Scorecard framework for identifying, managing and reporting on results, achievements, and challenges around strategic priorities. This is organized around the four perspectives of the Balanced Scorecard:

- Build the Community (Stakeholder/Customer)
- Manage the Resources (Financial)
- Run the Business (Internal Business Processes)
- Develop the Employees (Learning and Growth)

The Balanced Scorecard is used to communicate to employees and external stakeholders the outcomes and performance drivers by which the organization will achieve its mission and strategic objectives. These efforts start county-wide and cascade downward through departments and divisions. DFO Community Corrections has developed its own M4R Strategy Map and a Balanced Scorecard that lists division wide data indicators within each of the four perspectives. It should be noted that Olmsted County's Health, Housing, and Human Services is currently revisiting strategic planning. Thereafter, DFO community Corrections will be revisiting its mission, vision, and values.



9.2 OUTCOMES

9.2.1 Outcome 1-Community Safety: Reduction of Client Risk and Needs

One of DFO's outcomes related to community safety measures the reduction in risk level/score for clients from the time of initial risk assessment to reassessment (annually for adults and every six months for juveniles). This data helps to provide insight on how cognitive-behavioral interventions are impacting the risk score and to focus on the areas that clients continue to score high in. Additionally, since supervision level is determined based off the risk score, DFO staff can determine if a higher or lower level of supervision is needed at the time of reassessment.

Within this measure are two targets:

- 1) 60% of clients on active supervision lower their risk for recidivism from initial assessment to reassessment; and
- 2) 30% target for average reduction in score.

While the adult data is within the target areas for both targets, the juvenile data identifies a gap in achieving lower risk scores.

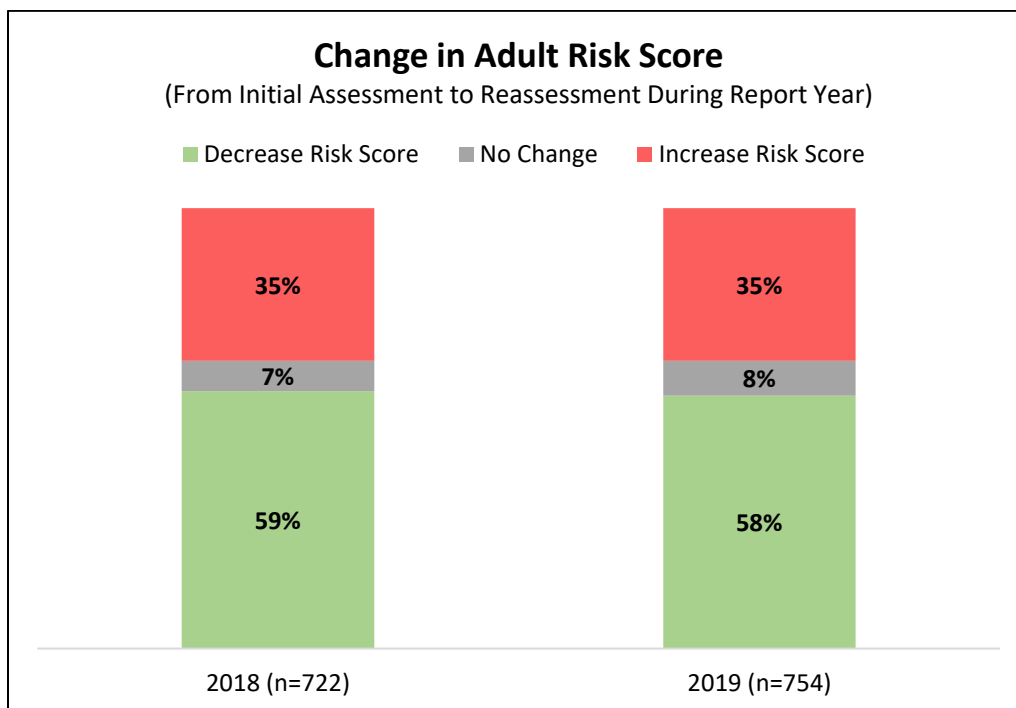
Performance Measure: Reduction of Risk and Needs				
Target: 60% of persons on active supervision lower their risk for recidivism* from initial assessment to reassessment (most recent reassessment occurring during report year) 30% target for average percentage reduction in scores				
		Target	2018 Results	2019 Results
Adults	% Lower Risk of Recidivism	60%	59%	58%
	# Lower Risk of Recidivism		423 of 722 reassessments	435 of 754 reassessments
	% Average Reduction in Scores	30%	32%	29%
Juveniles	% Lower Risk of Recidivism	60%	32%	35%
	# Lower Risk of Recidivism		34 of 105 reassessments	32 of 91 reassessments
	% Average Reduction in Scores	30%	36%	33%

*as measured by the LS-CMI (adult) and YLS (juvenile); Data Source: Statewide Supervision System and CSTS

Risk Assessment Data for Adult Clients

Below is data for change in adult risk score from initial assessment to reassessment during the report year. The data for 2018 to 2019 is very consistent and shows nearly 60% of clients each year had a decrease in their risk score. A reduction in risk score is likely to produce a lower likelihood of recidivism.

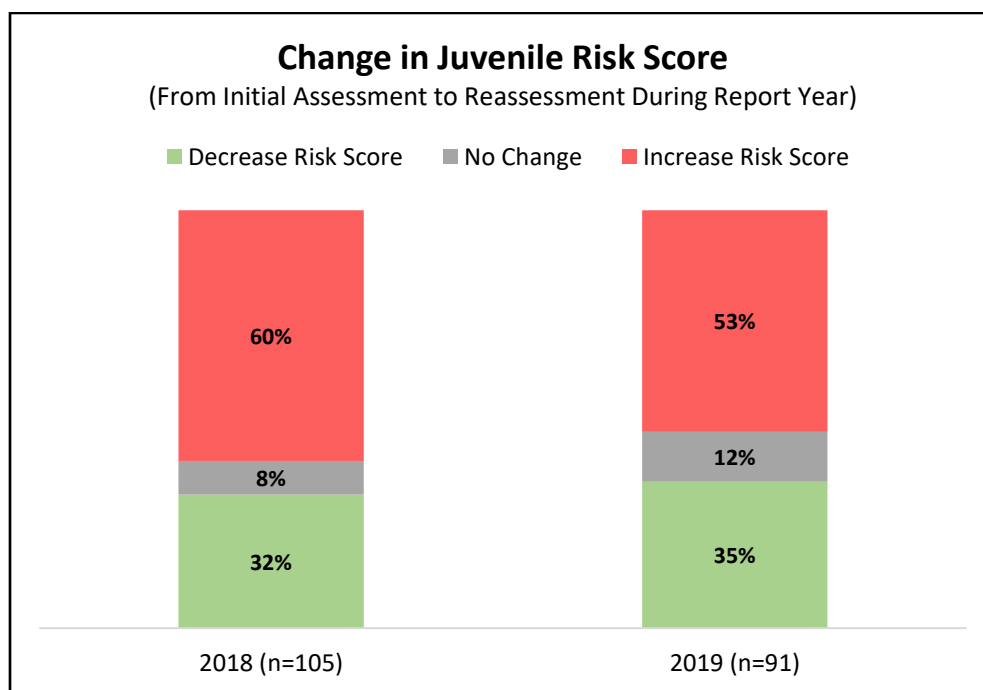
Change in Adult Risk Score (From Initial Assessment to Reassessment During Report Year)		
	2018 (n=722)	2019 (n=754)
Increase Risk Score	35%	35%
No Change	7%	8%
Decrease Risk Score	59%	58%
Average Percent Reduction in Score	(32%)	(29%)



Risk Assessment Data for Juvenile Clients

Below is data for change in juvenile risk score from initial assessment to reassessment during the report year. The data for 2018 to 2019 is consistent and shows that about one-third of clients each year had a decrease in their risk score. Over half of the juvenile clients had an increase in score.

Change in Juvenile Risk Score (From Initial Assessment to Reassessment During Report Year)		
	2018 (n=105)	2019 (n=91)
Increase Risk Score	60%	53%
No Change	8%	12%
Decrease Risk Score	32%	35%
Average Percent Reduction in Score	(36%)	(33%)

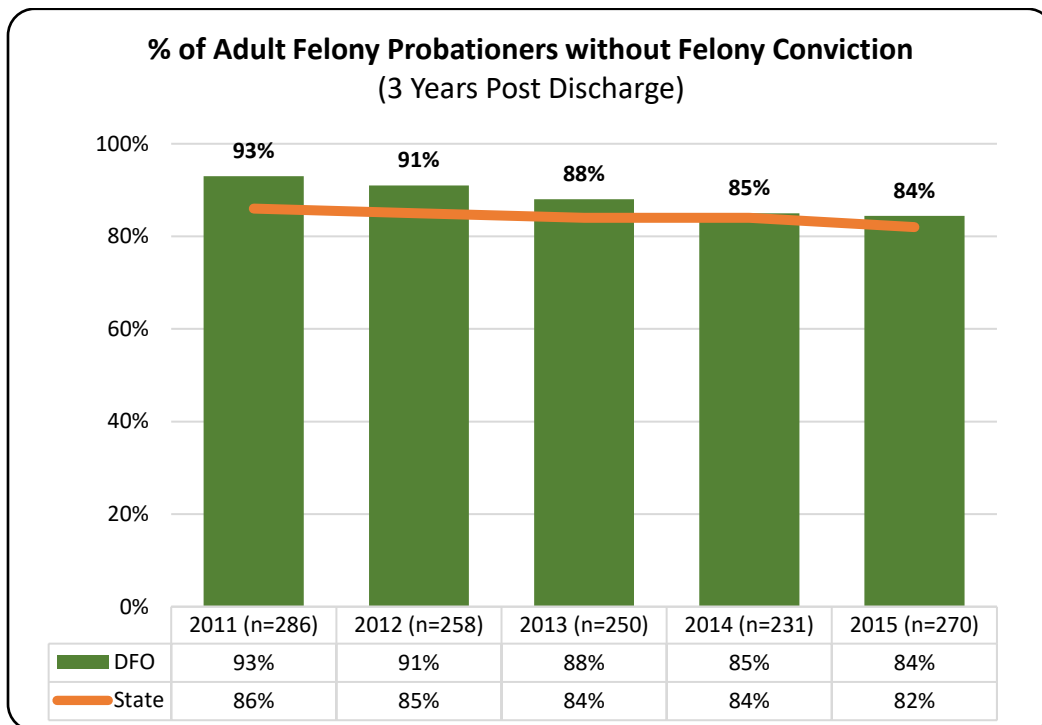


9.2.2 Outcome 2-Community Safety: Reduce Recidivism

A second outcome related to community safety measures the recidivism, or re-offense, rate of clients discharged from probation or supervised release. This data helps to provide insight on the impact of services and interventions clients received in impacting long-term behavior change. The Department of Corrections provides recidivism data to individual counties indicating the percent of clients (who were on supervision for a felony offense) who remain free of a new felony conviction within three years of supervision discharge.¹⁵

Recidivism Data for Probationers

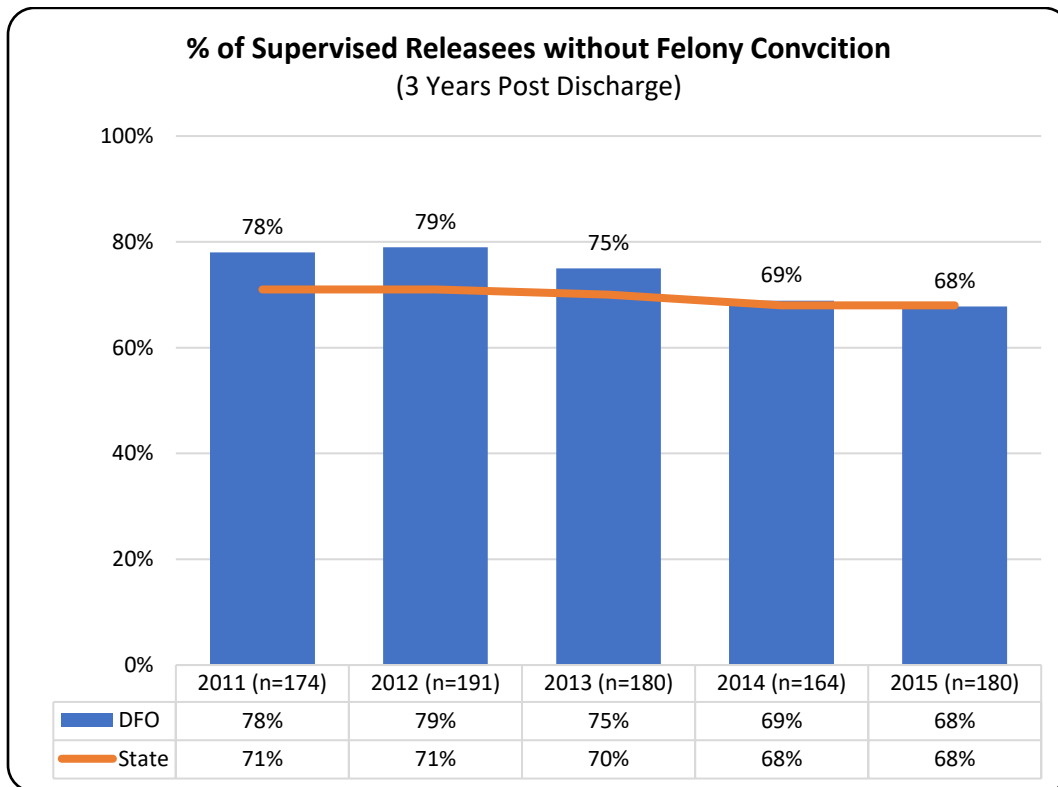
Below is the percentage of discharged adult felony probationers who remained free of a felony conviction three years post discharge. Largely, of clients served in 2011 to 2015, DFO Community Corrections has experienced a recidivism rate lower than the statewide average of 15%. That means more than 85% of clients discharged for a felony offense in DFO, have remained free of a new felony conviction three years post discharge.



¹⁵ The Minnesota Statewide Probation and Supervised Release Outcomes Report is released annually and describes three-year, statewide recidivism findings on adult felony clients who have been discharged from probation or supervised release (cohort year). Clients closed for reasons of death or incarceration have been excluded from the study.

Recidivism Data for Supervised Releasees

Below is the percentage of discharged supervised releasees who remained free of a felony conviction three years post discharge. Of clients served in 2011 to 2015, DFO Community Corrections has largely experienced a recidivism rate lower than the statewide average of 30%. While the recidivism rate for this population is greater (by nearly 15%) than for probationers, we know supervised releasees have a shorter length of supervision and traditionally score high to very high risk to recidivate per the risk assessment. With long-term behavior change requiring 200 to 300 hours of cognitive behavioral interventions, DFO will continue to explore methods to better serve this population to further reduce the risk to recidivate.



9.3 CONTINUOUS QUALITY IMPROVEMENT

Olmsted County Health, Housing, and Human Services is dedicated to the delivery of meaningful services in an efficient and effective manner. To achieve this goal, we have established a performance management system focused on continuous quality improvement, use of data dashboards, and attention to outcomes as well as responding to gaps in service areas.

In February 2015, a Continuous Improvement Team (CIT) was formulated at DFO Community Corrections. This group is comprised of clerical staff, line staff, management, and members of Olmsted County's Continuous Improvement & Analysis (CIA) team. The partnership between

CIT and CIA allows for consistent and reliable data collection and information sharing to both internal and external stakeholders. The tasks of CIT are as follows:

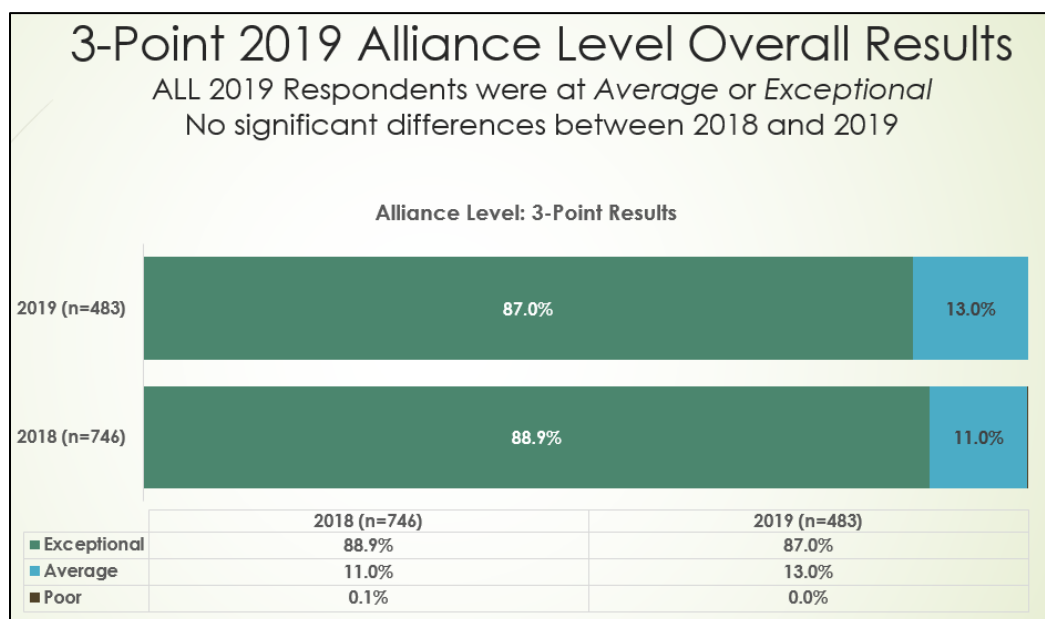
- Endorsement of quality and continuous improvement values;
- Monitor, support, and manage performance measures with the strategic plan; and
- Be the voice of continuous quality improvement within the department.

An evolving field of clinical research about correctional best-practices is shaping our future as we strive to enhance service outcomes. The MACCAC QIP offers specific and measurable objectives that when achieved, with fidelity, have been proven by research to reduce client criminogenic risk and recidivism. CIT has identified 13 measures from the QIP that need further exploration. Each of the main objective areas are listed below followed by a brief overview of the status.

Effective Alliance Survey

Creating a working relationship with clients to more effectively build pro-social values/skills is critical. Since 2016, clients receiving ongoing case management services are provided an opportunity to complete an annual effective alliance survey. Areas measured include, but are not limited to, partnership with clients, establishing relationships built on mutual trust and respect, and working with clients to find new ways to meet client goals. Each year, the results have been favorable showing respondents experience a high level of alliance with their agent. In 2018, we included the option for respondents to enter their probation officer's name and narrative comments. This allows for direct feedback to be delivered from clients to their agent.

Below is a snapshot of the results from the past two years, 2018 and 2019, for our Effective Alliance Survey. While 2019 yielded a lower response rate, the results were consistent in showing clients to largely feel an "exceptional" alliance with their agent in both years.



Motivational Interviewing

DFO has established standards for initial training on motivational interviewing (MI) and has developed on-going supports for staff to remain proficient in this skill. Having concentrated on this objective for several years, we believe that a strong culture currently exists throughout the organization around the importance and value of MI. As a result, agents are experiencing higher levels of client engagement in their work to focus on changing key risk areas and behaviors.

For several years, we have had the luxury of certified trainers and a coaching group to facilitate training in our department. Our DFO 2020 Practice Model is largely based off the principles and practices of motivational interviewing. As we move into peer-to-peer coaching, utilizing these concepts and providing feedback while adhering to MI will be of utmost importance.

In 2019, our Support Staff Team had the opportunity to begin participating in MI booster sessions. Being the first point of contact for clients as they enter or call our office locations proves to have lasting impacts. Working to provide quality customer service while utilizing the skills of MI has proven to be effective.

Risk Assessment

Once referred to DFO, all clients (regardless of age or offense type), are screened and/or assessed to determine an appropriate level of supervision. Validated risk/needs instruments are utilized to identify areas requiring targeted interventions. Clients with sex offenses and/or domestic violence convictions are assessed more extensively using specialized trailer assessments.

Within DFO, we are fortunate to have five staff trained as LS/CMI trainers. This training group facilitates annual booster or proficiency scoring activities. Additionally, quarterly quality assurance scoring exercises have been offered and highly attended. DFO currently has one trained YLS/CMI trainer who coordinates proficiency testing.

We know that having a valid, up-to-date risk assessment will enhance our ability to provide case management services that deliver targeted interventions to address criminogenic needs. Since 2019, staff on CIT have collected and reported out quarterly risk assessment data. The measures utilized to report this information focus on two areas: 1) An initial assessment conducted within 90 days of service start and 2) A reassessment conducted every six months (juvenile) or annually (adult). CIT staff provide individual data to staff to work towards increasing compliance with these measures. This information not only drives our case management with clients but also helps to show the impact of the work with our clients over time. In 2019, data from Quarter 1 revealed a compliance rate of 71% regarding the above-noted measures. Since then, staff have increased the compliance rate by 15% leading the

agency to an 86% compliance rate in Quarter 2 of 2020. Moving forward, we will continue to analyze and report out on the data quarterly.

Cognitive Behavioral Interventions and Coaching

DFO has been intentional about resourcing staff with relevant tools/skills to move this objective forward. Significant numbers of DFO staff have received formalized training to facilitate *Thinking for a Change*, a highly recommended cognitive-behavioral classroom curriculum designed for client treatment groups. Four staff within DFO have become trainers of this curriculum and have offered training to internal staff and external community partners. The uniqueness of these training opportunities has been the collaboration between both the internal and external staff to better serve our clients individually and in group settings. Staff have facilitated multiple groups over the course of several years.

Our adult female population has access to cognitive skills programming via *Moving On*. We have five staff trained to deliver this curriculum. Female clients participate in the program weekly for a six-month period with focus on personal strengths, healthy relationships, social skills, and emotional regulation.

Staff have been trained in another cognitive skills program, *Decision Points*. This course is offered to adult males on community supervision in Olmsted County or Dodge County and adult males housed in the Olmsted County Adult Detention Center. Two DFO staff are trainers of the *Decision Points* curriculum which has allowed for additional staff to be trained. As a result, this program has been expanded and offered to our juvenile population in Olmsted County.

We have 11 staff trained in the UCCI's CBI-SA curriculum. Since 2019, this program has been offered to adult male clients in Olmsted County, adult female clients in Olmsted County, and adult male clients in Fillmore County. Additionally, staff who have not had the opportunity to become facilitators have been equipped with an overview training to understand the concepts and tools utilized in the curriculum to better serve the clients they refer to programming.

A partnership with a vendor has allowed for programming to be offered in greater frequency and during non-traditional hours (evenings and weekends). This has been a direct result of offering training to community providers in the various cognitive-behavioral curricula. To date, this partnership has allowed for co-facilitation of T4C, Decisions Points, and CBI-SA.

Other forms of structured cognitive interventions, Carey Guides and Brief Intervention Tools, have been purchased from a commercial organization and are utilized by staff with clients on an individual basis. In July 2020, DFO purchased licenses to offer electronic access to clients to complete tools assigned via The Carey Group's "Tools on Devices." This helps to mitigate the barrier of forgetting or misplacing worksheets. This feature offers the ability to send

reminders, reassign work, and work with clients in completing worksheets. While this is a recent addition, the staff and clients who are utilizing it have spoken favorably.

Approximately four years ago, all probation staff were trained in Core Correctional Practices to utilize in their client interactions. There are two DFO staff who are trainers of this material and have offered booster sessions to refresh and enhance utilization of these practices.

Evaluation

DFO continues to focus on delivering client services that we know work. We have trained staff to conduct Corrections Program Checklist (CPC) evaluations. The evidence-based CPC is a tool developed for assessing correctional intervention programs and is used to ascertain how closely correctional programs meet known principles of effective intervention. The CPC is divided into two basic areas; content and capacity. The capacity area is designed to measure whether a correctional program has the capability to deliver evidence-based interventions and services for criminal justice involved clients. There are three domains in the capacity area including: Leadership and Development, Staff, and Quality Assurance. The content area focuses on the substantive domains of Offender Assessment and Treatment, and the extent to which the program meets the principles of risk, need, responsivity and treatment.

Data are collected through structured interviews with selected program staff and program participants, and observation of groups and services. In some instances, surveys may also be used to gather additional information. Other sources of information include policy and procedure manuals, schedules, treatment materials, manuals, and curriculums, a review of a sample of case files and other selected program materials. Once the information is gathered and reviewed, the program is scored, and a report is generated which highlights the strengths, areas that need improvement, and recommendations for each of the five areas. Program scores are also compared to the average from across all programs that have been assessed. The results of a CPC assessment will determine if a program is operating consistent with validated models that effectively reduce risk of recidivism.

With six trained assessors, DFO Community Corrections will work to establish a process to conduct evidence-based CPC assessments of community treatment providers with some frequency. Preference will be given to those programs that are funded by or have existing contracts with DFO. Thereafter, we will work to assess programs that receive a high volume of client referrals. Efforts continue to determine how to best support programs that have participated in a CPC assessment.

9.4 DFO 2020 COMMUNITY SUPERVISION PRACTICE MODEL

The Idea

Two of the DFO M4R measures developed to accomplish our mission and achieve our vision are, reduce client recidivism and reduce client risk for recidivism. Several years ago (circa

2011) a member of the DFO program manager team participated in a work group with likeminded Minnesota Association of Community Corrections Act Counties (MACCAC) to develop a quality improvement plan (QIP) designed to positively impact these M4R measures. The MACCAC work group reviewed current research and determined there were validated (EBP) that, when executed with fidelity, reduce an individual's risk for recidivism. The MACCAC work group published a phased QIP titled "MACCAC Evidence-Based Practices Continuous Quality Improvement Plan" which included over 50 specific EBP measures.

DFO embraced the MACCAC QIP and continues to aggressively pursue the recommended measures as part of strategic planning. In 2016, it became clear there was a flaw in the implementation of the MACCAC QIP. The method and messaging used for training and implementation of EBP's communicated to staff that these skills were used individually as opposed to integrated with each other to meet client needs. They were seen as tools in a tool bag that would be used individually and not as used together. We were missing a practice model that agents could use to integrate all EBPs, with fidelity, into one coordinated effort to meet client needs and achieve M4R objectives.

In late 2016, DFO was approved by the Minnesota Statewide Initiative to Reduce Recidivism (MNSIRR) to participate in a grant backed effort with similar organizations to build an integrated practice model. There are EBPs specific to all DFO clients that must be integrated into one effort to improve the services we provide. The DFO leadership team committed to developing a practice model for our entire organization and titled it "DFO 2020." The DFO strategic plan developed into the following commitment: "By January of 2020, DFO will serve clients using an integrated set of evidence-based practices and principles, delivered with fidelity, using a staff developed practice model titled 'DFO 2020.'"

The Research

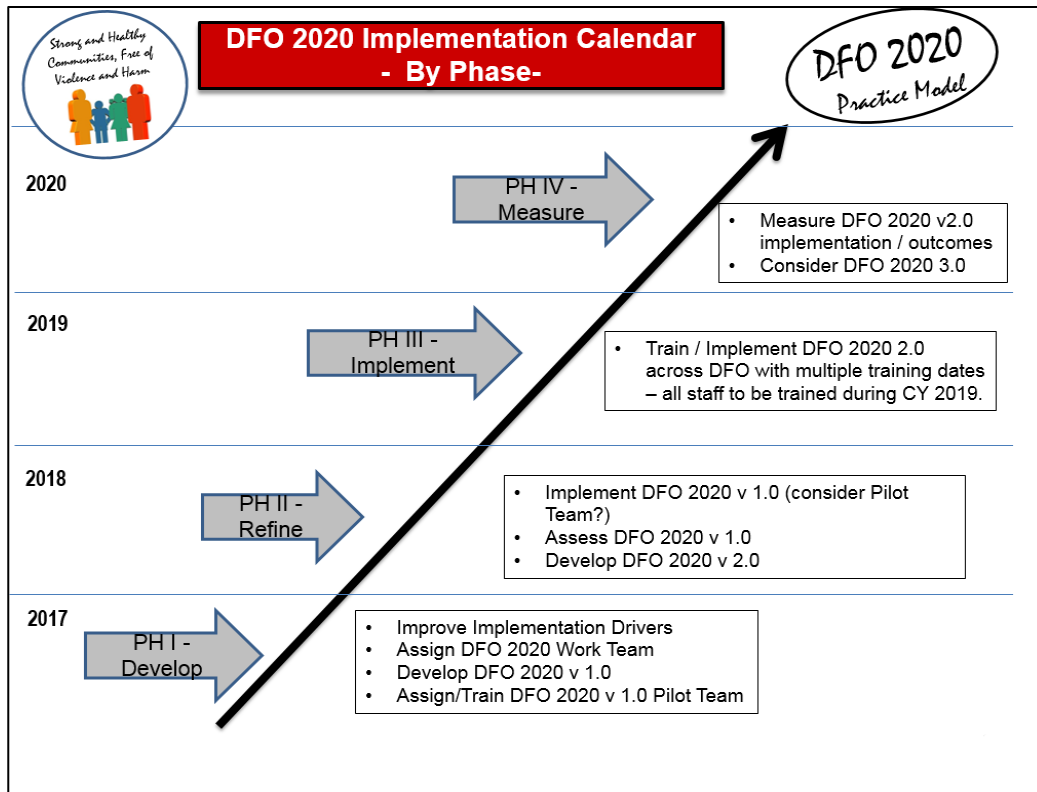
The Community Corrections profession has seen significant changes. An abundance of research is available that validates the effectiveness of certain practices. DFO acted on this information and trained staff in several EBP disciplines: Risk Assessment, Motivational Interviewing, Principles of an Effective Alliance, Cognitive Interventions, Case Planning, and Core Correctional Practices. The final piece was to train all staff on how to use these tools together in an integrated model to deliver the best services to our clients. We have the research and training that indicates what works with our clients, and we owe it to them and the community to use the research to guide our practice.

The EBP skills that we continue to develop must be used together to achieve the best results. Simply put, DFO 2020 is an integrative case management model that uses motivational interviewing to deliver an intervention that targets criminogenic risk areas identified by a validated risk assessment. This model of working with our clients incorporates concepts from the following: M4R Strategic Priorities, Human Services Value Curve, MACCAC QIP / EBPs, The Carey Group, *The Coaching Habit* (Michael Bungay Stanier), Dosage Probation

and University of Cincinnati Corrections Institute.

DFO 2020 Practice Model Implementation Timeline

In 2016, the below timeline was created to provide a road map of full implementation of the DFO 2020 Practice Model by year 2020.



Practice Model Development and Implementation

Over the last four years, time has been invested in developing, training, and implementing the DFO 2020 Practice Model within probation. This model strives to provide case management to clients that combines the available EBPs into one consistent and simplified tool for agents.

In 2016, work began with the MNSIRR grant followed by the formation of an internal workgroup to oversee this initiative. To further the work, DFO secured grant funding to obtain an implementation consultant. Supplementing the MNSIRR effort with a consultant allowed us to have someone assisting with the development and implementation of a practice model specifically designed to meet the unique needs of DFO and our clients. Additionally, this collaboration allowed us to build on existing efforts and continue planning for implementation. The consultant worked with our program manager and staff teams to develop a solid implementation plan. A concerted effort was made to allow the creation of this model to be staff driven. Subgroups were formed to:

- Develop the model, manual, and supporting documents;

- Assess capacity within the National Implementation Research Network's implementation drivers, which are based on the commonalities among successfully implemented practices and programs;
- Communicate, internally and externally, regarding the change in practice.

In 2018, a cohort of agents tested the model and provided feedback. In 2019, as noted previously, we added a second Community Corrections Development Specialist position and felt confident in our ability to continue forward without the consultant. As projected within our original timeline, as we have moved through 2020, we have ensured all staff providing direct, case-management services have been trained and provided the tools and resources to utilize our DFO 2020 Practice Model. This includes an initial orientation to the model and ongoing refresher sessions to enhance skills and delivery.

Coaching

DFO has begun peer-to-peer coaching to support the fidelity, delivery, and foundation of the DFO 2020 practice model. To begin this process, line staff with a background in training EBP were selected to assume this role. Bi-weekly meetings occurred to establish a fidelity scale, which has been utilized for tape review, delivery of in-person feedback, and the creation of a coaching service delivery plan. Thereafter, this team requested tapes from staff trained in the practice model during the cohort phase from 2018. This process includes a staff member submitting a tape of an office visit interaction with a client, a coach reviewing the tape and providing written feedback, and a coaching feedback session occurring between the selected coach and staff member.

The choice of a coach has been a key element of this process, ensuring staff are able to work with someone with whom they are comfortable while utilizing this unfamiliar process. Thus far, feedback has allowed for adjustments and improvements to the process, such as with the delivery of the written feedback, and has indicated the greatest benefit to be the dialogue that occurs between the coach and staff coachee during the one-to-one coaching feedback session. DFO will continue to utilize peer coaching and roll it out to all teams and departmental staff within 2021.

Dosage Probation Supervision

In December 2019, DFO participated in a site visit with the National Institute of Corrections and The Center for Effective Public Policy to determine readiness for implementation of dosage. Under dosage, a client's risk level determines the number of hours of cognitive-behavioral programming needed to effect pro-social change. This assessment will determine next steps and how this may coincide with the current DFO 2020 practice model. It is anticipated this will align well with our DFO 2020 work and the substantial cognitive-behavioral programming resources within DFO.

10 BUDGET

10.1 DFO COMMUNITY CORRECTIONS 2021 BUDGET SUMMARY

County/Group: DFO Community Corrections

Budget Year: 2021

Consolidated Budget

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				9,228,023
Service & Contractual				2,822,238
Travel				30,616
Training				254,001
Supplies & Materials				37,700
Capital Outlays				28,840
*Other Services (specify below)				0
Direct Budgeted Expenses	2,493,741	8,903,936	1,003,741	12,401,418
Use of State Institutions	0	0	0	0
Total Budgeted Expenses	2,493,741	8,903,936	1,003,741	12,401,418

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

49,875

Minimum County/Group Level of Spending Current Year:

237,747

Percent of County budget

3%

For Internal Use Only:

Fiscal Services Grant Administrator Approval & Date

Date Notified Grants Administrator

Budget for Subsidy Program: Administration

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,168,275
Service & Contractual				2,165,013
Travel				4,800
Training				219,769
Supplies & Materials				11,000
Capital Outlays				28,840
*Other Services (specify below)				
Direct Budgeted Expenses	2,493,741	1,037,756	66,200	3,597,697
Use of State Institutions				0
Total Budgeted Expenses	2,493,741	1,037,756	66,200	3,597,697

Budget for Subsidy Program: Adult Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				5,738,904
Service & Contractual				394,903
Travel				13,066
Training				24,491
Supplies & Materials				25,000
Capital Outlays				0
*Other Services (specify below)				
Direct Budgeted Expenses	0	5,621,114	575,250	6,196,364
Use of State Institutions				0
Total Budgeted Expenses	-	5,621,114	575,250	6,196,364

Budget for Subsidy Program: Juvenile Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,263,602
Service & Contractual				150,155
Travel				6,550
Training				9,034
Supplies & Materials				0
Capital Outlays				0
*Other Services (specify below)				
Direct Budgeted Expenses	0	1,426,841	2,500	1,429,341
Use of State Institutions				0
Total Budgeted Expenses	-	1,426,841	2,500	1,429,341

Budget for Subsidy Program: Other-Victim Services

FUNDING SOURCE	DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel				1,057,242
Service & Contractual				112,167
Travel				6,200
Training				707
Supplies & Materials				1,700
Capital Outlays				0
*Other Services (specify below)				
Direct Budgeted Expenses	0	818,225	359,791	1,178,016
Use of State Institutions				0
Total Budgeted Expenses	-	818,225	359,791	1,178,016

10.2 BUDGET BY PROGRAM AREA

DODGE-FILLMORE-OLMSTED COMMUNITY CORRECTIONS

Combining Schedule for Comprehensive plan
For the Period January 1, 2021 to December 31, 2021

Program	Revenues				Expenditures						
	DOC Subsidy	County	Other	Total	Personnel	Services and Contractual	Travel	Training	Supplies and Materials	Capital Outlays	Total
Administration											
DFO Community Corrections	2,493,741	821,737	66,200	3,381,678	1,168,275	2,165,013	4,800	3,750	11,000	28,840	3,381,678
Development Specialist		216,019	-	216,019				216,019			216,019
Total Administration	2,493,741	1,037,756	66,200	3,597,697	1,168,275	2,165,013	4,800	219,769	11,000	28,840	3,597,697
Adult Services											
Intensive Supervised Release	-	281,617	138,100	419,717	401,412	14,805	100	2,400	1,000		419,717
CCA Sex Offender Supervision	-	537,167		537,167	520,853	12,848	866	2,600			537,167
Remote Electronic Alcohol Monitoring	-	-	30,000	30,000		30,000					30,000
Sex Offender Treatment Grant	-	(200)	53,250	53,050		53,050					53,050
Drug Testing	-	2,200	37,800	40,000		20,000			20,000		40,000
Intake Unit	-	801,604	100	801,704	779,020	18,762	2,000	1,922			801,704
Adult Diversion Restitution	-	-	3,000	3,000		3,000					3,000
Corrections Supervision		2,102,987	39,500	2,142,487	2,015,428	116,869	500	6,690	3,000		2,142,487
Offender Fees		(238,900)	254,400	15,500		15,500					15,500
Court Services Dodge County		624,128		624,128	598,647	19,418	3,500	2,563			624,128
Court Services Fillmore County		657,616	1,100	658,716	612,896	38,349	5,000	2,471			658,716
PSR/ISR Unit		852,895	18,000	870,895	810,648	52,302	1,100	5,845	1,000		870,895
Total Adult Services	-	5,621,114	575,250	6,196,364	5,738,904	394,903	13,066	24,491	25,000	-	6,196,364
Juvenile Services											
Juvenile Unit		1,426,841	2,500	1,429,341	1,263,602	150,155	6,550	9,034		-	1,429,341
Total Juvenile Services	-	1,426,841	2,500	1,429,341	1,263,602	150,155	6,550	9,034	-	-	1,429,341
Other: Victim Services											
Victim Services	-	818,225	50,900	869,125	754,351	106,167	6,200	707	1,700		869,125
SA/GC State	-	-	76,351	76,351	70,351	6,000					76,351
SA/GC Federal	-	-	232,540	232,540	232,540						232,540
Total Victim Services	-	818,225	359,791	1,178,016	1,057,242	112,167	6,200	707	1,700	-	1,178,016
Total DFO Community Corrections	2,493,741	8,903,936	1,003,741	12,401,418	9,228,023	2,822,238	30,616	254,001	37,700	28,840	12,401,418

	CCA Subsidy	County Contributions	Minimum Training 2% of Subsidy	Minimum County Spending
Dodge	280,615	742,763	5,612	
Fillmore	309,587	423,673	6,192	
Olmsted	1,903,539	7,737,500	38,071	
Total	2,493,741	8,903,936	49,875	237,747

10.3 FTE EQUIVALENCIES BY PROGRAM AREA

Administration & Organization of Corrections Services

2021 FTE Equivalencies by program areas:

JOB TITLE	Administration	Adult Services	Juvenile Services	Other: Victim Services	Totals
Program Manager 1		4.00		1.00	5.00
Program Manager 2			0.90		0.90
Executive Support Supervisor	1.00				1.00
Clerk Specialist 2	7.00			1.00	8.00
Clerk Specialist 3	2.00				2.00
Assistant Probation Officer	1.00	0.80			1.80
Probation Officer		27.50	5.00		32.50
Senior Probation Officer / Probation Officer Specialist		13.00	3.00		16.00
Community Corrections Development Specialist	2.00				2.00
Case Management Coordinator		2.00			2.00
Community Work Services Coordinator	1.00				1.00
Mental Health Professional			1.00		1.00
Social Worker				5.80	5.80
Senior Social Worker				1.00	1.00
Violence Prevention & Volunteer Coordinator				1.00	1.00
Total	14.00	47.30	9.90	9.80	81.00

10.4 SALARY ROSTER

DFO Community Corrections Salary Roster

For the Period January 1, 2021 to December 31, 2021

Program	Position	FTE's	Contract Salary Range	Average Salary
Administration				
B23	Clerk Specialist 2	7.00	42,286 - 66,186	62,000
B24	Clerk Specialist 3	2.00	47,362 - 74,090	74,000
C41	Assistant Probation Officer	1.00	55,806 - 89,086	61,000
C42	Community Work Services Coordinator	1.00	58,698 - 94,016	93,000
C43	Community Services Development Specialist	2.00	61,630 - 98,675	77,000
C41	Executive Support Supervisor	1.00	55,806 - 89,086	64,000
	Total Administration	14.00		
Adult Services				
B25	Case Management Coordinator	2.00	51,147 - 80,038	80,000
C41	Assistant Probation Officer	0.80	55,806 - 89,086	73,000
C42	Probation Officer	27.50	58,698 - 94,016	81,000
C43	Senior Probation Officer/Probation Officer Specialist	13.00	61,630 - 98,675	97,000
C51	Program Manager 1	4.00	72,883 - 113,984	107,000
	Total Adult Services	47.30		
Juvenile Services				
C42	Probation Officer	5.00	58,698 - 94,016	78,000
C43	Senior Probation Officer	3.00	61,630 - 98,675	101,000
C44	Mental Health Professional	1.00	72,883 - 113,984	118,000
C52	Program Manager 2	0.90	78,707 - 123,094	106,000
	Total Juvenile Services	9.90		
Other: Victim Services				
B23	Clerk Specialist 2	1.00	42,286 - 66,186	66,000
C41	Volunteer Coordinator	1.00	55,806 - 89,086	71,000
C42	Social Worker	5.80	58,698 - 94,016	77,000
C43	Senior Social Worker	1.00	61,630 - 98,675	94,000
C52	Program Manager 1	1.00	78,707 - 123,094	91,000
	Total Other: Victim Services	9.80		
Total DFO Community Corrections		81.00		

10.5 CONTRACT SERVICES / GRANTS**DFO Community Corrections****2021 Grants - Including Staff Positions Funded by Grants**

Grants:	FTE's	Total Grant Funding	Grant Covered Salaries & Benefits	Grant Covered Other Expenses	Non - Grant Covered Salaries & Benefits	Ave % Grant Covered Salaries & Benefits
Intensive Supervised Release (DOC)	3.33	\$ 138,100	\$ 138,100	\$ -	\$ 250,000	36%
Crime Victim Services (OJP)	3.80	\$ 308,891	\$ 302,891	\$ 6,000	\$ 117,000	72%
Remote Electronic Alcohol Monitoring (DOC)	0.00	\$ 30,000	\$ -	\$ 30,000	\$ -	0%
Sex Offender Treatment (DOC)	0.00	\$ 53,050	\$ -	\$ 53,050	\$ -	0%

10.6 BOARD RESOLUTION

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: ☒ Original Application ☐ Amendment# _____

Applicant: **Dodge-Fillmore-Olmsted Community Corrections**

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

Original Proposed Budget:	DOC Subsidy	\$ 2,493,741
	Other State Funds	
	County Funding	\$ 8,903,936
	Other Funding	\$ 1,003,741
	TOTAL BUDGET	\$ 12,401,418

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

Community Corrections Administrator:

Name/Title/Signature: Travis Gransee, Director DFO Community Corrections

Address/Telephone: 151 4th St SE, Rochester, MN 55904 / (507) 328-7201

Financial Officer:

Name/Title/Signature: Mary Funke, Accountant

Address/Telephone: 2117 Campus Drive SE, Suite 200, Rochester, MN 55904 / (507) 328-6360

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 the 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 or 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

Please remember: These same signatures are required to be on any amendment that adds or deletes programs/services/funding.

Olmsted County Commissioner

Olmsted County Administrator

Digitally signed by
ABF097BBCC224A...

10.7 JOINT POWERS AGREEMENT

An Agreement establishing participation in
Dodge-Fillmore-Olmsted County
Community Corrections Program
Under the Minnesota Community Corrections Act

A Joint Powers Agreement

Article 1
Enabling Authority required by Minn. Stat. Section 471.59

THIS AGREEMENT is made by and between the political subdivisions organized and existing under the Constitution and laws of the State of Minnesota, hereafter collectively referred to as "Parties", and individually as "Party" which are signatories to this "Agreement."

Minnesota Statutes, Section 471.59 provides that two or more governmental units may by Agreement jointly exercise any power common to the Contracting Parties; and,

Minnesota Statutes Sections 401.02 and 401.05 provide that multiple counties may deliver community corrections program services through a joint powers entity created for this purpose; and,

In consideration of the mutual promises and Agreements contained herein and subject to the provisions of Minnesota Statutes Section 471.59 and all other applicable statutes, rules and regulations, the following parties:

Dodge County
Fillmore County
Olmsted County

here to agree as follows:

Article 2
Purpose

The parties desire to establish a mechanism whereby they may jointly exercise powers common to each Participating Party on issues including:

- A. Establishment of the rights, obligations, terms and conditions under which the participating counties of Dodge, Fillmore and Olmsted desire to have delivery of correctional services provided by the Dodge-Fillmore-Olmsted Community Corrections program.
- B. Providing other similar or related services and programs as determined by the Board.
- C. Establishing procedures to add qualifying Parties to this Agreement.
- D. Establishing a mechanism whereby additional and/or alternative programs and services may be developed for the benefit of the Parties and in furtherance of the objective of the Parties.

Article 3 **Name**

The name of this entity shall be the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity

Article 4 **Agreement to Participate**

4.1 Charter Members – A Party desiring to become a charter member of the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Board shall indicate its intent by adoption of a board resolution prior to July 1, 2013.

4.2 New Members – A new Party may be added by adoption of a resolution by the governing body of the new Party and a unanimous vote of the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Board.

4.3 Compliance – A Party agrees to abide by the terms and conditions of the Agreement, including, but not limited to, the Joint Powers Agreement, bylaws, memorandum of understanding, policies and procedures adopted by the Board.

4.4 Financial Obligation – Each party will contribute financially to the operations of the Joint Powers Entity, in accordance with the following formula:

A. Annual Funding Formula:

The annual funding contribution, based on the formula and the annual budget required will change the amount assessed to each member county.

Each summer, no later than July 15, the DFO Community Corrections levy funding share percentages will be recalculated using three variables to split the costs and funding among the three counties.

The three variables will be:

- 1) The population in the three counties between the ages of 15 and 34 during the three previous years. These numbers will be obtained from the Minnesota State Demographer or another independent source.
- 2) The number of felony cases sentenced in the three counties during the three previous years. This number will be obtained from the Minnesota Sentencing Guidelines Commission.
- 3) Caseloads in the three counties for the three previous years as reported by the Statewide Probation Survey. This is a snapshot on the last day of the year and is reported in the spring for each county.

The three variables will be averaged together to arrive at each county's fair share of DFO's shared cost. These percentages will be shared with the DFO Joint Powers Board at the first meeting following July 15 of each year.

The actual split of DFO costs between the three counties will be calculated by taking the Shared Expense and Revenue before adjustments (all DFO costs from the Olmsted County Budget System less Olmsted-only costs which may include: some rent, CCA Subsidies, and Olmsted-only Revenues). Fully grant-paid rent is added back, as there is no levy impact from this expense. Other county-specific

programs, such as the Domestic Violence Treatment contract expense and related collections, are subtracted. The remaining expense, net of the remaining revenue, is the amount to be split proportionally between the three counties, using each county's share as calculated above. County-specific amounts previously removed are now added back to arrive at the contribution amount needed from each county.

B. Payments:

Each county's contribution to DFO will be paid on a quarterly basis, with the payment due to Olmsted County, fiscal agent, on the first day of each quarter (January 1, April 1, July 1, and October 1). Olmsted County will send one invoice upon adoption of the budget which Dodge and Fillmore should use to trigger their quarterly payments to Olmsted.

C. Year End Adjustment:

At each DFO Joint Powers Board meeting, Olmsted Finance will share an estimate of the prior year's results to serve as preliminary notice to the three counties of the approximate amount of the coming deficit invoice or surplus remittance. Upon the completion of the Olmsted County audit, generally by December of the following year, a settle-up will be performed between the three counties. If DFO has a positive Unassigned Fund Balance at the end of the year, it will be dispersed between the three counties using the same calculations used to derive the respective shares of that year's budget. If DFO has a negative Unassigned Fund Balance, the shortage will be assessed the same way, and each county will be billed for its fair share of the liability.

Article 5 **Governance**

5.1 – Governing Board

The Dodge-Fillmore-Olmsted Community Corrections Joint Powers Board shall be established as follows:

5.1.1. Composition:

County commissioners will be appointed as representatives by their respective county boards for terms of at least two years in length as follows: three commissioners from Olmsted County; two commissioners from Dodge County and two commissioners from Fillmore County. Each representative will have a single vote in the Joint Powers Board. An alternate will be selected from each county, who may vote only in the instance of the absence of one of the voting members. Each member county shall determine the method by which its representatives shall be appointed and serve, except that representatives must, at all times, be a current member of the Board of Commissioners of the member county.

5.1.2. Documentation – Resolutions or other documentation of designation shall be filed with the Secretary of the Board.

5.1.3 – Members Not Employees – Members of the Board will not be deemed to be employees of the Joint Powers Entity. Each county board will determine the amount of per diems for each Joint Powers meeting for their appointees, if any, and will be responsible for paying those per diems.

5.2 Term of Office: Vacancies

All Dodge-Fillmore-Olmsted Joint Powers members shall serve a minimum two-year term, to be appointed at each county's annual meeting in January. Any vacancies shall be filled in the same manner in which the retiring Joint Powers Board member was selected.

5.3 Board Officers

There shall be a Chair and a Vice-Chair, each elected for a term of one year by the Joint Powers Board. The Vice-Chair will automatically become the Chair the next year. Chairmanship will rotate between the three counties. The Dodge-Fillmore-Olmsted Community Corrections Administrator will be the recording secretary and a non-voting member of the Board. The Olmsted County Finance Director shall serve as Treasurer for the Joint Powers Entity and a non-voting member of the Board.

5.3.1 Election of Officers – The election of the Chair and Vice Chair shall be conducted at the first meeting of the Joint Powers Board for each calendar year.

5.3.2 – Additions to the Board – The Board may elect or appoint such other officers as it deems necessary to conduct the affairs of the organization.

5.3.3 – Committees – The Board shall have the authority to appoint such committees as it deems necessary to fulfill the purpose of the organization.

5.4 – Meetings - The Joint Powers Board will meet minimally four times a year, or as needed to accomplish the following duties:

- to elect Joint Powers Officers
- to present highlights of the previous year and plans for the new year, to review mid-year finances of the current year's budget, and approve a budget for next year
- approve the Comprehensive Plan, if one is due that year

Special meetings may be called by the Chairperson or upon the request of two or more Joint Power members. Notice of meetings shall be mailed or otherwise communicated to each Joint Powers members at least seven (7) calendar days prior to the scheduled meeting. Notices shall include an agenda containing those items to be considered. All meetings of the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Board shall be subject to the provisions of Chapter 13 D of the Minnesota Statutes (Open Meeting Law). All votes taken of members of the Joint Powers Board shall be recorded and shall become matters of public record.

5.5 Voting – A quorum for a Joint Powers meeting will exist when four (4) voting members are present and each county has at least one of their voting representatives present. A motion shall be considered approved by the affirmative vote of a majority of the Board members present at the meeting. Abstentions shall not be counted as a vote cast for the purpose of this section. Proxy votes shall not be permitted.

5.6 By-Laws – The Board may adopt bylaws to govern its operations. Such bylaws shall be consistent with the Agreement and applicable law.

5.7 Amendments – This Agreement may be amended from time to time as deemed necessary.

5.8 Records, Accounts and Reports –

5.8.1 Records and Reports – The books and records, including minutes and the original fully executed Agreement, of the Board shall be subject to Minn. Stat. Chapter 13 (the Minnesota Government Data Practices Act). They shall be maintained at the Community Corrections Division, of the Olmsted County Community Services Department. Records, accounts and reports shall be maintained by the Secretary and by the Treasurer.

5.8.2 Receipts and Disbursements – the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Board will ensure strict accountability for all funds of the organization and will require reports on all receipts and disbursements, made to or on behalf of the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Board.

Article 6
Duties of Joint Powers Board:

The Joint Powers Board will develop a definition of core services to be provided by the Dodge-Fillmore-Olmsted Community Corrections Program, consistent with state mandates and the Community Corrections Act. Individual counties may elect to enhance services, above and beyond these core services, at their own expense.

The Joint Powers Board will review, on at least an annual basis, what it considers to be core services, and which services individual counties elect to provide at their own expense.

The Joint Powers Board will designate a fiscal agent and a copy of the annual audit of Dodge-Fillmore-Olmsted Community Corrections will be provided to Joint Powers members.

The DFO Administrator will report to the Joint Powers Board related to finances and service provision for the previous and current year.

All monies shall be deposited with DFO's fiscal agent (Olmsted County) for the administration of Dodge-Fillmore-Olmsted Community Corrections programs.

Article 7
Reservation of Authority

All responsibilities not specifically set out to be jointly exercised by the Board under this Agreement are hereby reserved to the parties.

Nothing in this Agreement shall act as a waiver by a participating Party of its individual power and legal authority to provide any corrections related services not covered by this Agreement.

Article 8 **Powers of the Board**

8.1 General Powers – The Board is hereby authorized to exercise such authority and powers common to the Parties as is necessary and proper to fulfill its purposes and perform its duties. Such authority shall include the specific powers enumerated in this Agreement or in the bylaws.

8.2 Specific Powers –

8.2.1 – Contracts. The Board may enter into contracts necessary for the exercise of its duties and responsibilities to govern the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity. The Board may take such action as is necessary to enforce such contracts to the extent available in equity or in law. Contracts let and purchases made pursuant to this Agreement shall conform to the requirements applicable to contracts required by law (i.e., fiscal management, personnel management)

8.2.2 – Annual Budget – The Entity's budget year shall be January 1 – December 31. The Budget will be developed by the Board, with the assistance of the Olmsted County Finance Department.

8.2.3 – Insurance – The Board may obtain liability, property and auto insurance and may obtain such other insurance it deems necessary to indemnify the Board and its members for actions of the Board and its members arising out of this Agreement.

Article 9 **Indemnification and Hold Harmless**

9.1 – Applicability – The Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity shall be considered a separate and distinct public entity to which the Parties have transferred all responsibility and control for actions taken pursuant to this Agreement. The Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity shall comply with all laws and rules that govern a public entity in the State of Minnesota and shall be entitled to the protections of Chapter 466 of the Minnesota Statutes.

9.2 – Indemnification and Hold Harmless – The Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity shall fully defend, indemnify and hold harmless the Parties against all claims, losses, liability, suits, judgments costs and expenses by reason of the action or inaction of the Board and/or agents of the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity. This agreement to indemnify and hold harmless does not constitute a waiver by any participant of limitations on liability provided under Minn. Stat. Section 466.04.

To the full extent permitted by law, actions by the Parties pursuant to this Agreement are intended to be and shall be construed as a "cooperative activity" and it is the intent of the Parties that they shall be deemed to be a "single governmental unit" for purposes of liability, as set forth in Minn. Stat. Section 471.59, Subd. 1a(a); provided further that for purposes of that statute, each Party to this Agreement expressly declines responsibility for the acts or omissions of the other Parties.

The Parties to this Agreement are not liable for the acts or omissions of the other participants to this Agreement, except to the extent to which they have agreed in writing to be responsible for acts or omissions of the other Parties.

Article 10 **Term**

This revised Agreement shall commence upon approval of the governing body of each Party and signatures of the officials with authority to bind the entity listed in Article 1.

The Agreement shall be in effect only with respect to the Parties who have approved and signed it.

This Agreement is for a three year period of time including 2018, 2019, and 2020.

Article 11 **Withdrawal and Termination**

11.1 Withdrawal - Any of the three counties can opt to withdraw from Dodge-Fillmore-Olmsted Community Corrections if it notifies the other two counties by June 1st of each year.

11.2 Effective Date and Obligations - A withdrawal would become effective on January 1 of the county fiscal year following state approval. A withdrawing Party is obligated to continue to make its financial contribution required by Article 4 and to permit staff of the Community Corrections program to continue to deliver services until the date when the withdrawal becomes effective.

11.3 Termination – This Agreement shall remain in force until one or more of the Parties withdraws. If only one party withdraws, the remaining parties shall determine whether the Joint Powers Entity should continue or should be dissolved.

11.3.1 Effect of Termination – Termination shall not discharge any liability incurred by the Board or by the Parties during the term of the Agreement.

11.3.1A Financial obligations shall continue until discharged by law, this Agreement or any other agreement.

11.3.1B Property acquired by the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity shall be distributed in the proportions by which the Parties made financial contributions to the Entity. Surplus funds of the Dodge-Fillmore-Olmsted Community Corrections Joint Powers Entity shall be returned to the Parties in the proportions by which the Parties made financial contributions to the Entity

11 APPENDICES

11.1 OLMSTED COUNTY JUSTICE COUNCIL BYLAWS

BYLAWS OLMSTED COUNTY JUSTICE COUNCIL

Article I: Name

The name of this Council is the Olmsted County Justice Council. It will be referred to as the OCJC in the following bylaws.

- Rochester City Administrator;
- Mayor, City of Rochester;
- President, Rochester City Council
- Director, Olmsted Community Corrections

Article II: Authority

The Olmsted County Board of Commissioners, the Rochester City Council, and the Olmsted County District Court established the OCJC on December 12, 2013.

There are two voting members of the OCJC who serve as representatives from the respective governing bodies on which they serve or of which they are a member. The governing body which they represent determines who will serve on the OCJC and the length of time.

Article III: Mission

The mission of the OCJC is to study, evaluate, create and implement effective and efficient justice policies and strategies in order to address vital Olmsted County justice issues.

- Designee, Olmsted County Board of Commissioners;
- Designee, Olmsted County Bar Association;

Article IV: Members

There are fifteen voting members of the OCJC who are members due to the position they hold. These fifteen members serve on the OCJC for as long as they occupy the position:

- Chief Judge, 3rd Judicial District (or designee);
- District Court Judge, 3rd Judicial District, Olmsted County;
- Court Administrator, 3rd Judicial District, Olmsted County;
- Olmsted County Sheriff;
- Olmsted County Attorney;
- Chief Public Defender, 3rd Judicial District, Minnesota;
- Director, Olmsted County Community Services;
- Olmsted County Administrator;
- Chair, Olmsted County Board of Commissioners;
- Chief, Rochester Police Department;
- Rochester City Attorney

Article V: Meetings

Section A: Regular Meetings

The OCJC meets on the second Tuesday of every other month, commencing with the month of January, as follows:

- January
- March
- May
- July
- September
- November

Section B: Alternates

OCJC members may designate one chief staff person, with voting power, to represent them on a per meeting basis at OCJC meetings. Any member wishing to appoint an alternate must provide the Chair of the OCJC with reasonable notice of the alternate's identification.

Section C: Quorum

A quorum is no less than a simple majority of the total membership. Action may be taken by

a majority of those present voting and by not less than the majority of the quorum.

Section D: Open Meeting Law

The OCJC is subject to Minnesota Statutes Chapter 13D, Open Meeting Law. OCJC shall rely on state law in determining what kind of notice must be provided for the particular type of meeting being called. Meeting schedules or notices shall be published and open to the public.

Section E: Coordinator

A Coordinator shall be hired to support the work of OCJC including its work groups and committees. Costs for this position shall be shared equally between the City of Rochester, County of Olmsted, and Olmsted County District Court.

Article VI: Officers

The following officers shall serve one-year terms.

- Chair. The chair of the OCJC shall preside over all meetings.
- Vice Chair. In the event the Chair is not available to preside over a meeting, the Vice Chair shall preside in his/her stead.

The Chair and Vice Chair roles shall rotate annually between the Rochester City Council President and the Chair of the Olmsted County Board.

Article VII: Voting

Each OCJC member shall have one vote.

Article VIII: Committees

To expedite and facilitate the business of the OCJC and the orderly and efficient consideration of matters coming before it, the OCJC may create such subcommittees as it deems necessary to review and examine specific issues or topics of concern. These subcommit-

tees are advisory in nature and do not have any decision-making authority. The OCJC may appoint members as well as non-members from the community at large to any of the subcommittees.

A Steering Committee shall be appointed to plan agendas and provide continuity. The Steering Committee shall include the Council Chairperson, Council Vice Chairperson, Council Coordinator, and two additional members. Membership shall include at least one representative from City, State and County departments.

Article IX: Parliamentary Authority

Roberts's Rules of Order, revised, governs all OCJC meetings except in the instances of conflict between the rules of order and the bylaws of the OCJC or provision of law.

Article X: Amendment of Bylaws

Proposed amendments to the bylaws shall be included on the agenda of the OCJC. The proposal shall be forwarded to the OCJC at a regularly scheduled meeting for approval. Any action in response to the proposed change in the bylaws taken by the OCJC becomes effective immediately.

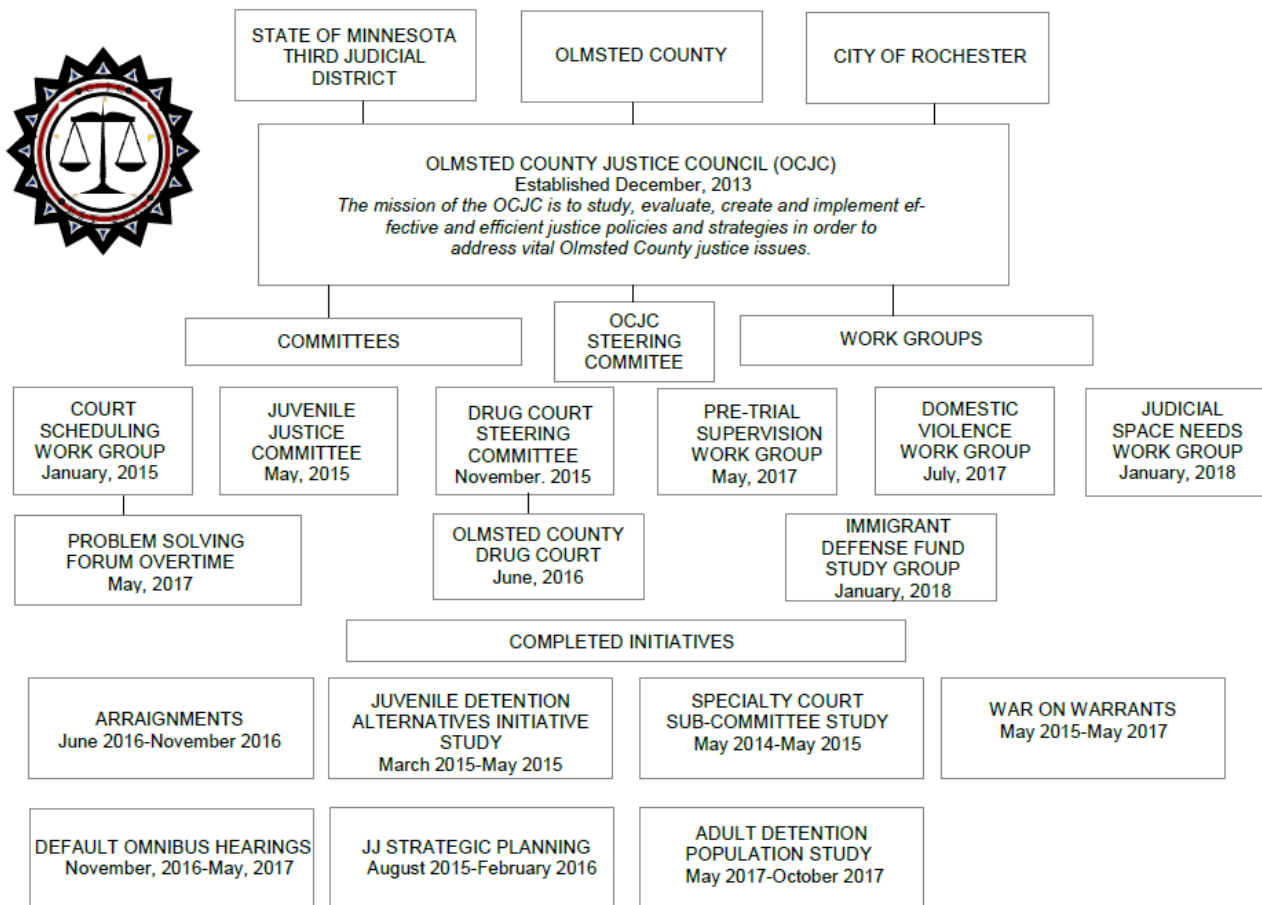
Adopted September 9, 2014

Amended, January 13, 2015

Amended July 14, 2015

Amended January 9, 2018

11.2 OLMSTED COUNTY JUSTICE COUNCIL ORGANIZATION CHART

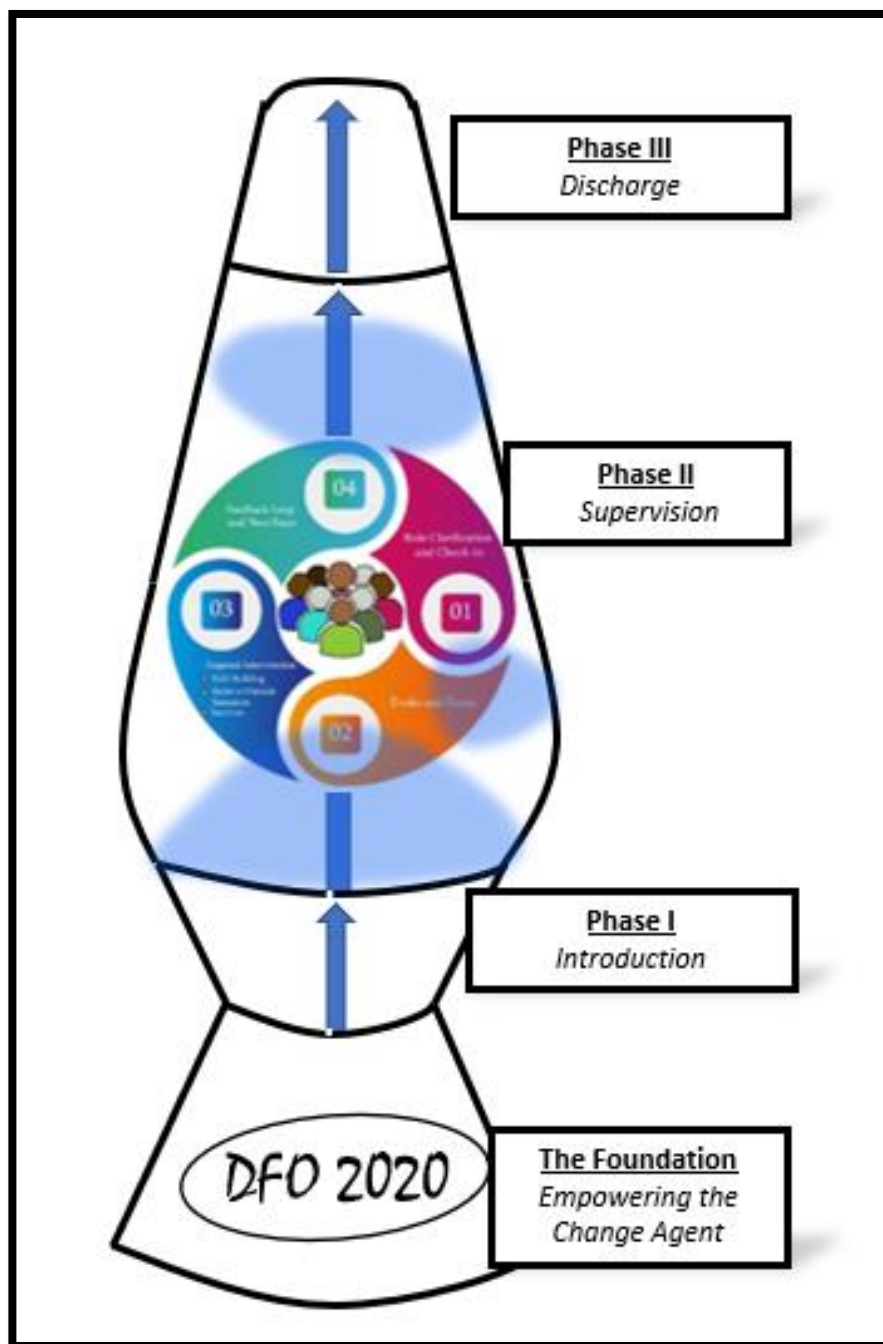


3-30-2018

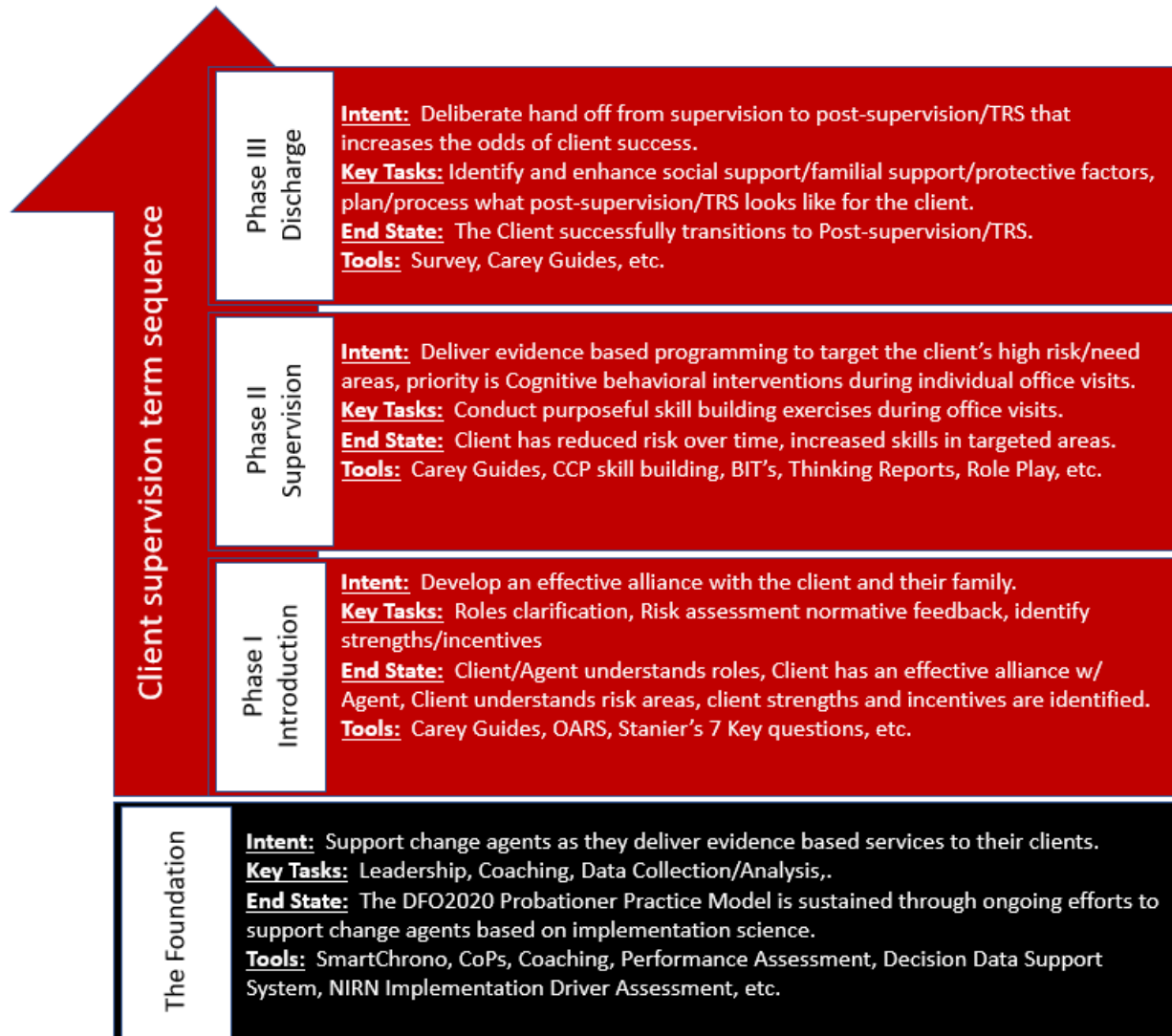
11.3 DODGE, FILLMORE, OLMSTED COUNTY TASK FORCE MEMBERSHIP

Dodge	Fillmore	Olmsted
Dave Kenworthy Tim Tjosaas Commissioners	Duane Bakke Commissioner	Mark Thein Gregg Wright Commissioners
Honorable Jodi Williamson Dodge County Judiciary	Honorable Matt Opat Fillmore County Judiciary	Honorable Kathy Wallace Olmsted County Judiciary
Jim Elmquist County Administrator	Bobbie Hillery County Coordinator	Heidi Welsch County Administrator
Lea Hall Court Administration	Becky Brandt Corine Haugen Court Administration	Joachim Marjon Defense Attorney Donavan Bailey Public Defender's Office
Paul Kiltene Geoff Hjerleid Crysta Parkin County Attorney's Office	Brett Corson Melissa Hammell Marla Stanton County Attorney's Office	Michael Spindler-Krage City Attorney's Office Mark Ostrem County Attorney's Office
Sheriff Scott Rose Investigator Bob Morris Deputy Dave Skadson Dodge County Sheriff's Office	Sheriff John DeGeorge Captain Phillip Whitacre Jail Administrator Jamie Fenske Fillmore County Sheriff's Office	Sheriff Kevin Torgerson Olmsted County Sheriff's Office Sgt. Chad Blanchette Rochester Police Department
Eric Thompson Jamie Vanoosbree Dodge County Drug Court	Christina Bothun Wendy Ebner Kevin Olson Fillmore County Social Services	Melissa Clemens Luke Mattheisen Kim Pease Olmsted County Child & Family Services
Billy Edwards Amy Kunkel Karen Staige Community Providers	Laura Nauman Community Provider	Susan Boehm Sydney Knoll Nisha Kurup Scott Maloney Jenna McMillan Dan Sepeda Jodi Skurdahl Artyce Thomas Tierre Webster Community Providers
Luke Lutterman Andrew Petersilie School Representatives	Phil Burkholder Steve Heusinkveld Jennifer Hungerholt Citizen Representatives	Ahmed Ali Craig Fruen Citizen Representatives
Greta Becay Journalist		Ben Chrepta Kashanti Taylor Student Representatives

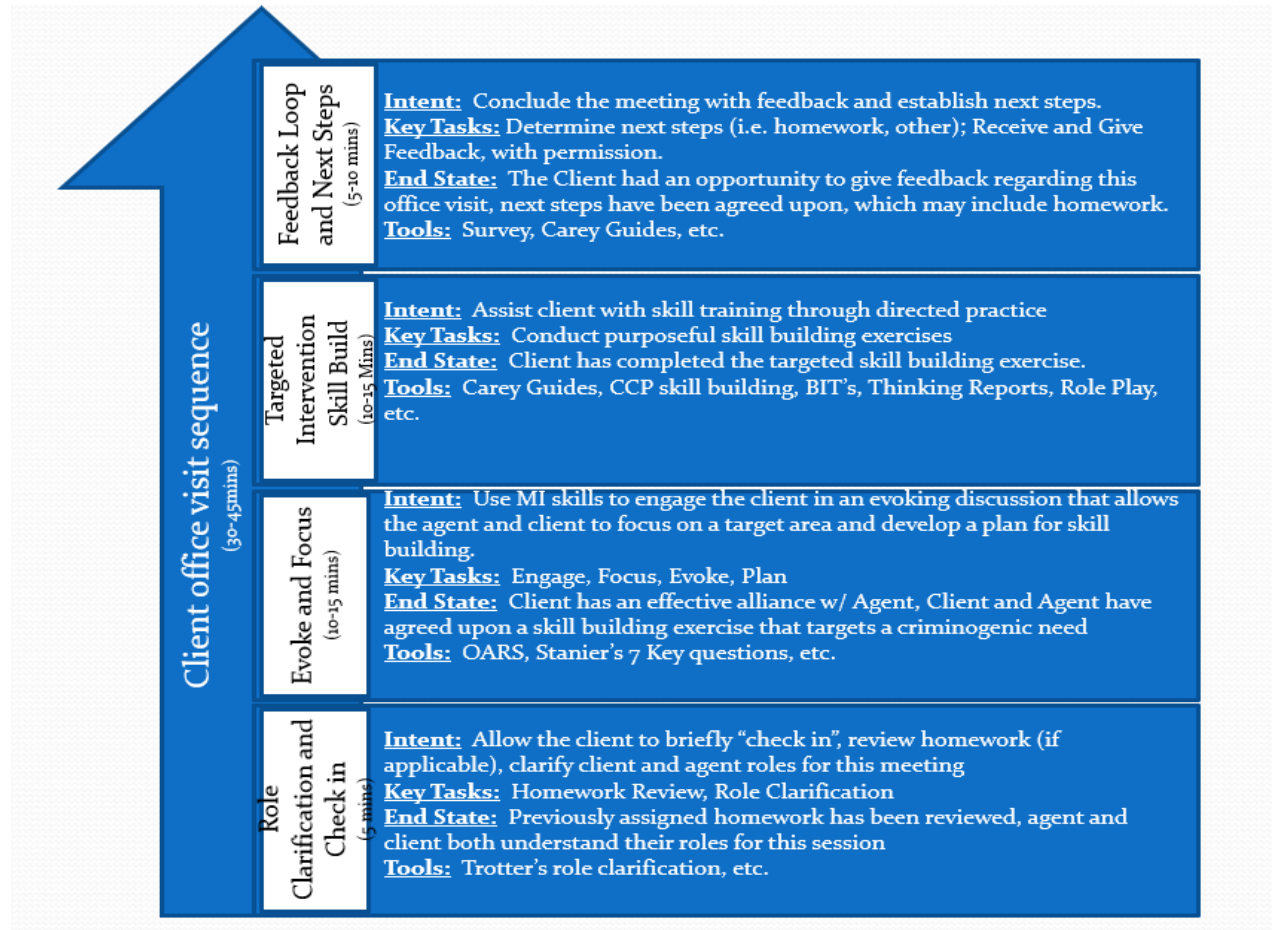
11.4 DFO 2020 COMMUNITY SUPERVISION PRACTICE MODEL



11.5 DFO 2020 CLIENT SUPERVISION TERM SEQUENCE



11.6 DFO 2020 OFFICE VISIT SEQUENCE



11.7 DFO 2020 OFFICE VISIT WHEEL



11.8 SEX OFFENSE CLIENT SUPERVISION AND TREATMENT MATRIX

The Sex Offense Client Unit is currently utilizing validated risk assessment tools to aid in placing clients in risk to re-offend supervision categories through a phased system. All Agents supervising sex offense clients and all contracted treatment providers utilize the Stable, Static-99, and Acute assessment as well as the LSCMI, when appropriate, to assist in assessing risk. By the nature of the offense and risk to public safety, our clients do receive more intense supervision and treatment than DFO's general probation population. Our risk-based programming and supervision matrix continues to be under development with elements of the final product outlined below.

Supervision strategies include (but are not limited to): local jail time, electronic home monitoring, random drug and alcohol testing, restrictions on residence, work, pornography, internet access, contact with victim(s), curfews, mileage logs, and surveillance, limiting contact with age-restricted children, DNA analysis, fingerprinting, sex offense client registration, community notification, random home and job visits, individual appointments, collateral contacts, victim and community involvement, polygraph, group supervision. As DFO continues the implementation of EBP, agents are increasing their skills and use of motivational interviewing, graduated sanctions, and effective case planning.

Below is an outline of contacts standards and minimum client interaction standards. The unit is encouraged and typically exceeds standards especially with clients early to supervision. Intensive Supervised Release clients who have committed sexual offenses are supervised according to ISR procedures and not of those below.

Phase IV Supervision <i>Risk based supervision with minimum quarterly office and bi-annual field contact</i> <i>Individual appointments as needed</i>	Treatment Completion and Stability <i>Monthly relapse prevention reporting</i> <i>Aftercare groups as needed</i> <i>Annual treatment follow-up survey</i>
Phase III Supervision <i>monthly face-to-face contact in group/office</i> <i>Irregular random home/community visit</i>	Aftercare Participation <i>Bi-weekly relapse prevention group</i> <i>Individual and family therapy as needed</i> <i>Attendance in primary Tx group as needed</i>
Phase II Supervision <i>Weekly contact in treatment group</i> <i>Minimum monthly probation office appointments</i> <i>Regular random home and job site visits</i> <i>Surveillance and curfews as required</i>	Primary Treatment Involvement <i>Weekly group treatment and education</i> <i>Bi-weekly individual and family therapy</i> <i>Adjunct treatment participation</i>
Phase I Supervision <i>Minimum Bi-Weekly office appointments</i> <i>Frequent random home and job site visits</i> <i>Jail, Electronic Home Monitoring, curfews, and surveillance</i>	Intensive Treatment Program <i>Bi-weekly group treatment</i> <i>Individual and family therapy as needed</i> <i>Adjunct treatment involvement</i>