

# SHERBURNE COUNTY COMMUNITY CORRECTIONS

To enhance public safety and  
facilitate offender change  
through evidence based and  
restorative practices

2019 Interim Comprehensive Plan

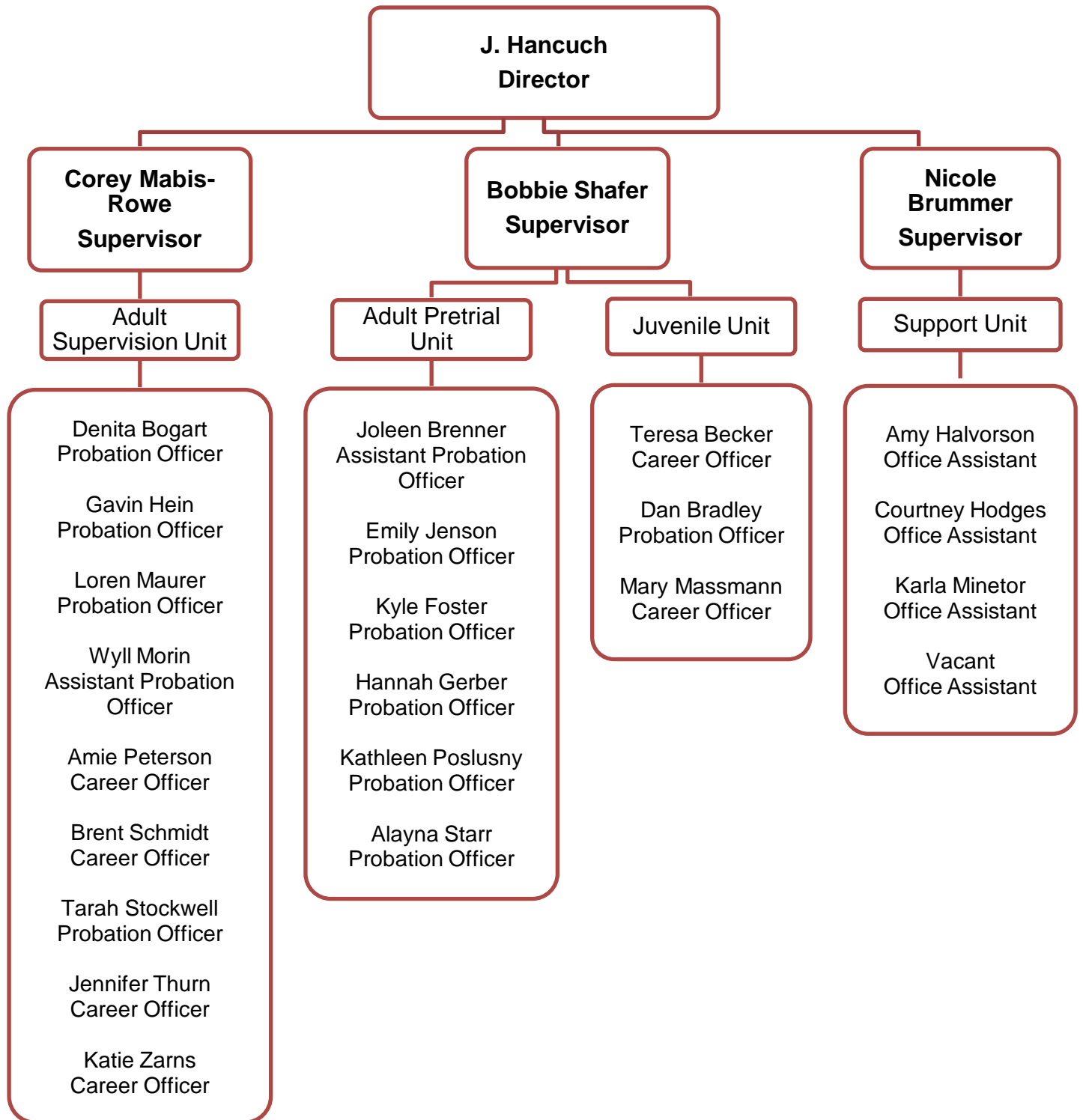
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## Changes in Services/Programming to Approved Plan

During the past year Sherburne Community Corrections implemented the following evidence based practices (EBP) and efficiencies:

- Department hosted 2017 Mark Carey Training on 10 steps to Risk Reduction; in 2018 Mr. Carey returned and provided follow up booster training including review of individual officer interviews.
- One staff was trained in Womens Risk/NeedAssessment (WRNA).
- Two staff were trained in Decision Points and the program has been implemented for juvenile and adult offenders.
- Began to assess Effective Alliance by implementing Dr. Jennifer Skeem's, Professor at University California Berkeley, DRI-S offender survey. The survey is a validated tool that assesses probation officers' Effective Alliance with offenders.
- Gender specific and diversity training requirements were added for staff.
- Implemented Adult Restitution Reimbursement Program.
- Two staff were trained in MITI 4.2 coding.
- As one of the "opt out" counties, we implemented new bail evaluation tool.
- Created SmartChronos for staff utilization in case management.



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

**County/Group:** Sherburne County Community Corrections  
**Budget Year:** 2019

**Consolidated Budget**

FUNDING SOURCE		DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel					2,448,338
Service & Contractual					132,400
Travel					3,000
Training					17,245
Supplies & Materials					26,000
Capital Outlays					0
*Other (specify below)					0
Direct Budgeted Expenses		862,244	1,209,239	555,500	
Use of State Institutions					
<b>Total Budgeted Expenses</b>		<b>862,244</b>	<b>1,209,239</b>	<b>555,500</b>	<b>2,626,983</b>

Staff Training Budget (minimum requirement = 2% of Subsidy) 17,245

Minimum County/Group Level of Spending Current Year: 433,905

**Budget for Subsidy Program: Court Service Activities/Probation**

**Activities**

FUNDING SOURCE		DOC SUBSIDY	COUNTY	OTHER	TOTAL
Personnel					2,448,338
Service & Contractual					132,400
Travel					3,000
Training					17,245
Supplies & Materials					26,000
Capital Outlays					0
*Other (specify below)					0
Direct Budgeted Expenses		862,244	1,209,239	555,500	2,626,983
Use of State Institutions					
<b>Total Budgeted Expenses</b>		<b>862,244</b>	<b>1,209,239</b>	<b>555,500</b>	<b>2,626,983</b>

*Other FUNDING SOURCE SPECIFIED		
Program Name	Description	Amount

**Total** \_\_\_\_\_

**2019 Revenue**

	Revenue	Percentage
Offender Fees	\$544,500	38.4%
Remote Electronic Alcohol Monitoring Grant	\$11,000	.8%
State CCA Subsidy	\$862,244	60.8%
<b>Total</b>	<b>\$1,417,744</b>	<b>100%</b>

**2019 Expenditures**

	Expenditures	Percentage
Administration-Salary and Benefits	\$2,448,338	93.2%
Capital	\$0	0%
Other Expenditures	\$0	0%
Professional Services	\$152,645	5.8%
Supplies	\$26,000	1%
<b>Total</b>	<b>\$2,626,983</b>	<b>100%</b>

**Salary Roster**

**Management**

Director	1 FTE	Grade 20
Adult Supervision Unit Supervisor	1 FTE	Grade 17
Adult Pretrial Unit/Juvenile Unit Supervisor	1 FTE	Grade 17
Office Supervisor	1 FTE	Grade 13

**Support Unit**

Office Assistant	4 FTE	Grade 5
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**Adult Supervision Unit**

Career Probation Officer	4 FTE	Grade 15
Probation Officer	4 FTE	Grade 13
Assistant Probation Officer	1 FTE	Grade 10

**Adult Pretrial Unit**

Probation Officer	5 FTE	Grade 13
Assistant Probation Officer	1 FTE	Grade 10

**Juvenile Unit**

Career Probation Officer	2 FTE	Grade 15
Probation Officer	1 FTE	Grade 13

**MINNESOTA DEPARTMENT OF CORRECTIONS – COMMUNITY CORRECTIONS ACT SUBSIDY**

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

Applicant: Sherburne County Community Corrections

Application Period: 1/1/2019 to 12/31/2019

Original Proposed Budget:	DOC Subsidy	\$ 862,244
	Other State Funds	\$ 11,000
	County Funding	\$ 1,209,239
	Other Funding	\$ 555,500
	<b>TOTAL BUDGET</b>	<b>\$ 2,626,983</b>

\*Amendment: Name of Units of Service (attached budget sheets) N/A

Community Corrections Administrator: J. Hancuch

Name/Title/Signature: \_\_\_\_\_  
 J. Hancuch, Community Corrections Administrator

Address 13880 Business Center Drive NW Elk River, MN 55330  
 Telephone # 763-765-4599

Financial Officer: Diane Arnold, Auditor Treasurer

Name/Title/Signature: \_\_\_\_\_  
 Diane Arnold, Auditor Treasurer

Address 13880 Business Center Drive NW Elk River, MN 55330  
 Telephone # 763-765-4363

**APPLICANT’S AGREEMENT**

It is understood and agreed to by the applicant that:

- 1) Funds granted for this community corrections comprehensive plan will be used only to implement the plan as approved by the Commissioner of Corrections.
- 2) The grant may be terminated in whole, or in part, by the Commissioner of the Minnesota Department of Corrections. Such termination shall not affect obligations incurred under the subsidy prior to the effective date of such termination.
- 3) The applicant will apply for approval to change the plan whenever implementation 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.**

Name/Title/Signature: \_\_\_\_\_  
 Lisa A. Fobbe , County Board Chair

Name/Title/Signature: \_\_\_\_\_  
 Judge Mary Yunker, Community Corrections Advisory Board Chair



## Annual Progress Report on Strategic Planning

Minnesota’s statewide probation outcomes effort began in 1997, and in February of that year the first Correctional Outcome Measures Report was completed. The report was not legislatively required; rather, it was initiated by various correctional agencies in response to the need for uniform outcome measures. Agencies involved include Minnesota Association of Community Corrections Act Counties (MACCAC), Minnesota Department of Corrections (DOC), Minnesota Association of County Probation Officers (MACPO), and the Minnesota Corrections Association (MCA). This group identified four measures that were designed to meet the following correctional objectives:

1. Offenders will be law abiding
2. Victims will be financially restored
3. Offenders who are court ordered to perform certain obligations will abide by the court order
4. Agencies will assist offenders with change

Goal	Outcome	Indicator	Phases
1. Ensuring Community Safety	Offenders remain law abiding	% of offenders who are not adjudicated or convicted of a new M/GM/F offense	% of offenders who are not adjudicated or convicted of a new M/GM/F offense while under supervision
2. Restoration of Victim	Victims receive court ordered restitution	% of offenders that paid their restitution by the expiration of their probation  % paid	None
3. Restoration of Community	The community receives restorative offender services	Number of adult and juvenile CSW and WC hours completed per year  Dollar value of services completed	None

Goal	Outcome	Indicator	Phases
4. Development of Offender Competencies and Assisting in Offender Change	<p>Offenders are gainfully employed and or enrolled in an educational program</p> <p>Offenders have reduced risk and/or needs</p>	<p># of offenders that are employed and or in educational programs</p> <p>% of assessed offenders who show reduction in risk/needs assessment as measured by LS/CMI or YLS/CMI</p>	<p>% of assessed offenders who show reduction in risk level and/or needs at last LS/CMI or YLS/CMI assessment</p>

**Ensuring Community Safety**

Of the juvenile offenders on probation between July 1, 2017 and June 30, 2018, 94.2% were not adjudicated of a new misdemeanor, gross misdemeanor or felony offense while under supervision.

Of the adult offenders on probation between July 1, 2017 and June 30, 2018, 89.1% were not convicted of a new misdemeanor, gross misdemeanor or felony offense while under supervision.

**Restoration of Victim**

The American Probation and Parole Association (APPA) states “Probation and parole professionals have important obligations for implementing victims’ rights and providing services to crime victims. Further, there are important benefits to both crime victims and community corrections when these obligations are met. When victims are considered “clients” of community corrections agencies, they are more likely to be kept informed and involved and to receive information about and access to community and system-based services that can help them in the aftermath of a crime. In return, crime victims often are able to share useful information that can be critical to the effective management and community supervision of their perpetrators.”

In 2018 the department instituted an Adult Restitution Reimbursement Program (ARRP), similar to our established Juvenile Restitution Reimbursement Program. The ARRP is funded by monies collected through our Diversion Program and Restitution Study fees. This program

allows adult offenders the option and ability to complete community service work/work crew as a means to restore the victim. Adults may complete community service work/adult work crew as recommended and coordinated by their assigned probation officer and approved by the adult unit supervisor. Adults earn \$10 per hour, and the amount earned is credited toward their restitution obligation.

As of June 30, 2018, the total amount of restitution ordered for supervised, adult offenders was \$266,868. The total amount of restitution payments received between July 1, 2017 and June 30, 2018 was \$169,436 (63.5%), leaving an outstanding balance of \$97,432. All unpaid adult restitution is referred to collections through court administration at the time of discharge or expiration.

The department maintains a Juvenile Restitution Reimbursement Program (JRRP) which is funded by monies collected through our Diversion Payable Program, and allows juvenile offenders the option and ability to complete community service work/juvenile work crew as a means to restore the victim. Juveniles may complete community service work/juvenile work crew as recommended and coordinated by their assigned probation officer and approved by the juvenile unit supervisor. The juvenile earns \$10.00 per hour, and the amount earned is credited toward their restitution obligation.

As of June 30, 2018, the total amount of restitution ordered for supervised, juvenile offenders was \$26,792. The total amount of restitution payments received between July 1, 2017 and June 30, 2018 was \$14,975 (55.9%) leaving an outstanding balance of \$11,817. All unpaid juvenile restitution is referred to revenue recapture through the probation department at the time of discharge or expiration.

### **Restoration of Community**

The scheduling and monitoring of community work service and work crew is managed by the Sherburne County Sheriff's Office.

Between July 1, 2017 and June 30, 2018, 2,620 adult work crew hours were completed; and an additional 4,490 adult community work service hours for a dollar value of \$71,100.

Between July 1, 2017 and June 30, 2018, 1,029 juvenile work crew hours were completed; and an additional 612 juvenile community work service hours for a dollar value of \$16,410.

Research indicates offenders who are gainfully employed or are enrolled in an educational program have reduced risk.

Of the adult offenders under supervision on June 30, 2018, who reported their education and employment status, 84% had a high school diploma/GED or higher and 72% were employed. Of the juvenile offenders under supervision on June 30, 2018, who reported their education and employment status, 95% were enrolled in some form of education and 51% were employed.

### **MACCAC Evidenced Based Practices Continuous Quality Improvement Plan**

Phase One is designed to measure and prepare your agency for implementing Evidence Based Practices. Each MACCAC county is expected to report all of the objectives listed in Phase One within their comprehensive plan. This ensures that counties have set a strong foundation in which their efforts in EBP can be successful.

After reporting on Phase One within the comprehensive plan, each MACCAC county will be expected to report in future plans the target outcomes starting with Phase Two and progressing to Phase Three based on competency and meeting target objectives. Within each phase and EBP principle, agencies are expected to report on all outcomes listed as mandatory. However, counties have the choice to report on optional outcomes or other outcomes listed in additional phases based on organizational competency achievement of an EBP skill set.

Many counties have a strong interest to implement Evidence Based Practices with fidelity but lack the resources to internally measure, collect data, and support fidelity in the manner suggested in this CQI plan. Evaluating staff practices has mainly been a supervisory responsibility in our field. The quality improvement measures proposed in this plan are suggested to provide a road map for counties to move forward, and yet the writers acknowledge there are many limitations regarding each individual agency's ability to evaluate staff practices in a manner that is evidence based.

<b>Phase One-Agency Preparedness Vision:                      MACCAC agencies are prepared to foster EBP with quality assurance as a priority.</b>	
<b>Objectives</b>	<b>Narrative Update</b>
Assess the agency's mission/vision and operating principles/policies for alignment with EBP practices	In 2014, a training schedule was created to ensure all staff were trained in EBP principles, including case planning, risk assessments, Carey Guides and Motivational Interviewing. Additionally, in 2017 staff were trained by Mark Carey in the Carey 10 Steps to Risk Reduction. In 2018, Mark Carey also provided a booster training.
Conduct an organizational assessment and evaluate the culture/structure support for implementation of EBP	The department has certified trainers in the LS/CMI assessment tool and Carey Guides. It also has MITI 4.2 Coding for quality assurance for Motivational Interviewing. Additionally, monthly CoP groups are conducted that address MI, case plans, Carey Guides and other identified topics. Furthermore, the department has been working closely with Dr. Jennifer Skeem a Professor at the University of California Berkeley. Dr. Skeem has developed a validated tool called the DRI-S that assesses probation officers Effective Alliance with offenders.
Develop an EBP plan to guide implementation strategies and progress	In 2013, management created a plan to have staff trained in EBP principles. This goal was completed in 2014, by having staff complete MI I and II, case planning, and Carey Guide trainings.  Since 2015, staff meet on a monthly basis for CoP's. These CoP's are addressing case planning, MI skills, Carey Guides, and other identified topics. Staff utilize the Mark Carey 10 Steps to Risk Reduction with medium to very high offenders.
Ensure staff's participation in EBP through communication strategies and/or involvement in a task force	This goal is ongoing. Currently there are a number of staff involved with EBP committees throughout the State. This includes a supervisor Chairing the Statewide Policy team since 2016 and three staff who attend the EBP forums. Additionally, the department has a LS/CMI trainer, a Carey Guides trainer and two MITI 4.2 coders. Created SmartChronos for staff utilization in case management.

<b>Objectives</b>	<b>Narrative Update</b>
<p>Develop a plan that outlines methodology for tracking outcomes</p>	<p>This goal is ongoing. Quality assurance is conducted on all completed risk assessments, by a trained staff member, prior to assessments being posted to the statewide system. Feedback is given to supervisors for annual performance evaluations.</p> <p>Risk assessment proficiency scoring has been completed and in-house trainings are developed to address areas in need of improvement.</p> <p>MI coding is conducted on an annual basis and goals are set with staff to increase their proficiency.</p> <p>Probation officers participate in quarterly 10 Steps to Risk Reduction CoP.</p>
<p>Define actual outcomes to establish a baseline and to establish a process to measure outcomes annually</p>	<p>This goal is in progress.</p>
<p>Ensure hiring strategies and performance expectations are aligned with EBP</p>	<p>Hiring practices were modified to include knowledge and experience in evidence based practices. Performance outcome statements are in place and staff who demonstrate proficiency and follow-through with EBP are compensated according to the county's pay for performance merit system.</p>

# PHASE TWO

## EBP IMPLEMENTATION WITH QUALITY IMPROVEMENT MEASURES

I. EFFECTIVE ALLIANCE			
<p><i>Vision:</i> All agents are proficient in professional, effective alliance techniques.</p>			
Objectives	Agency Determined Data/Benchmarks/Baseline	Target	Agency Outcomes
<ul style="list-style-type: none"> <li>• Define agent / client relationship including boundaries</li> <li>• Establish importance and strategies for implementation of effective alliance</li> <li>• Train agents on the 14 effective alliance traits</li> <li>• Implement an offender survey tool</li> <li>• Ensure supervisory assessment / audit plan includes assessed effective alliance traits</li> </ul>	<ul style="list-style-type: none"> <li>• <i>This goal is ongoing due to limited training opportunities throughout the State. Some staff have been trained in Core Correctional Practices.</i></li> <li>• <i>Staff attended 2017 Mark Carey Training on 10 steps to Risk Reduction and a 2018 follow up booster training.</i></li> <li>• <i>Working closely with Dr. Skeem, Professor at the University of California Berkeley. Dr. Skeem has developed a validated tool called the DRI-S that assesses probation officers Effective Alliance with offenders.</i></li> </ul>	<p>Mandatory: 100% of targeted service delivery staff are trained in effective alliance</p> <p>100% of targeted service delivery staff have been observed to assess effective alliance skills</p> <p>Optional: Effective alliance client surveys were completed on 100% of service delivery staff</p>	<p><i>Mandatory: (Example) See Example Attachment X</i></p> <p><i>Optional: See Example Attachment X</i></p> <p><i>Mark Carey interview tapes feedback and DRI results pending</i></p>

## PHASE TWO

### EBP IMPLEMENTATION WITH QUALITY IMPROVEMENT MEASURES

II. MOTIVATIONAL INTERVIEWING (MI)			
<p><i>Vision:</i> All designated probation and corrections officers effectively engage the client in targeting those behaviors and criminogenic needs that impact recidivism.</p>			
Objectives	Agency Determined Data/Benchmark/Baseline	Target	Agency Outcomes
<ul style="list-style-type: none"> <li>• Establish standards for MI as adopted at the agency level</li> <li>• Provide training for all staff on MI One and MI Two by certified trainers</li> </ul>	<ul style="list-style-type: none"> <li>• Completed in 2014</li> <li>• Completed in 2014</li> </ul>	<p>Mandatory: 100% of targeted service delivery staff and management receive MI One and MI Two or equivalent training by a certified trainer (Current standard is 16 hours each for MI One and Two)</p> <p>Optional: 100% of supervisors receive MI training by a certified trainer and curriculum</p>	<ul style="list-style-type: none"> <li>• All staff are trained in MI One and MI Two.</li> <li>• All staff are required to submit an annual offender interview. That tape is coded by a MITI 4.2 trained staff member. Feedback is given to staff on their strengths and areas to improve.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish supervisory expectations for coaching and for evaluating staff</li> </ul>	<ul style="list-style-type: none"> <li>• Completed in 2014</li> </ul>	<p>100% of targeted service delivery staff are assessed by an evaluation method including observation</p>	
<ul style="list-style-type: none"> <li>• Continue applied skill practice and feedback in order to retain MI skills</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		



## PHASE TWO

### EBP IMPLEMENTATION WITH QUALITY IMPROVEMENT MEASURES

III. RISK ASSESSMENT			
<p><i>Vision:</i> All targeted clients' criminogenic risk &amp; needs factors are properly assessed.</p>			
Objectives	Agency Determined Data/Benchmark/Baseline	Target	Agency Outcomes
<ul style="list-style-type: none"> <li>• Establish standards for risk assessment as adopted at the agency level</li> <li>• Implement an initial criminogenic risk / needs assessment on targeted cases</li> <li>• A pre-screening tool is utilized on clients who otherwise would not receive an initial risk / needs assessment</li> <li>• Persons yielding a high score are referred for a full assessment</li> <li>• Appropriate trailer assessments are completed on clients involving sex crimes and/or domestic violence</li> <li>• A re-assessment of criminogenic risk/needs is completed on all cases where supervision level needs to be re-determined according to agency population</li> <li>• Risk / needs scores drive level of supervision</li> <li>• Professional override decisions are limited to exceptional situations</li> </ul>	<ul style="list-style-type: none"> <li>• Standards were developed to address these objectives in 2012 and have been ongoing.</li> </ul>	<p><b>Mandatory:</b> 100% of the targeted population with an initial risk/needs assessment completed within 30 days of client availability</p> <p>100% of targeted population with a pre-screen completed within 30 days of referral</p> <p>100% of targeted service delivery staff are evaluated by an inter-rater reliability method in their scoring of risk / need assessment tools</p> <p><b>Optional:</b> 100% of clients assigned and supervised according to the appropriate level of supervision based on agency policy</p>	<ul style="list-style-type: none"> <li>• Medium and high risk offenders are reassessed six months after initial assessment, annually thereafter</li> <li>• Static 99, STABLE, and Acute are assessments completed on sex offenses</li> <li>• DVI-SF is completed on all domestic violence offenses</li> </ul>

## PHASE TWO

### EBP IMPLEMENTATION WITH QUALITY IMPROVEMENT MEASURES

IV. CASE PLANS			
<p><i>Vision:</i> All targeted clients' dynamic criminogenic risk factors are addressed.</p>			
Objectives	Agency Determined Data/Benchmarks/Baseline	Target	Agency Outcomes
<ul style="list-style-type: none"> <li>• Complete agent skill training</li>   <li>• Identify a target population requiring a case plan</li>   <li>• Establish standards for a criminogenic based case plans as adopted at the agency level</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Completed in 2014</i></li>   <li>• <i>Completed in 2014</i></li>   <li>• <i>Completed in 2014</i></li> </ul>	<p>Mandatory: 100% of targeted service delivery staff that complete case plan training</p> <p>100% of completed case plans on target population</p> <p>50% of targeted service delivery staff's case plans audited annually for quality assurance</p> <p>100% of targeted service delivery staff receiving annual effective case management booster sessions</p> <p>Optional: 100% of case plans targeting criminogenic needs</p>	<ul style="list-style-type: none"> <li>• <i>Targeted probation officers attended case planning training.</i></li> <li>• <i>Case plans are required as part of the Mark Carey 10 Steps.</i></li> <li>• <i>Case plans are audited by supervisors</i></li> </ul>

## PHASE TWO

### EBP IMPLEMENTATION WITH QUALITY IMPROVEMENT MEASURES

#### V. COGNITIVE BEHAVIOR AND COACHING

*Vision:*

*All targeted clients are taught new skills so they can effectively manage their thoughts and behaviors and avoid recidivism.*

Objectives	Agency Determined Data/Benchmark/Baseline	Target	Agency Outcomes
<ul style="list-style-type: none"> <li>• Establish standards for cognitive behavior interventions as adopted at the agency level</li> <li>• Select research-based cognitive behavior curriculum(s) based on target population</li> <li>• Train cognitive behavior facilitators by a master certified trainer</li> <li>• Implement a screening process to ensure clients are properly targeted for cognitive behavior interventions</li> <li>• Utilize a pre-and post-test / survey to evaluate client's learned competences based on the group curriculum</li> <li>• Train staff in using cognitive behavior skills exercises in individual meetings with clients that contain explaining / describing, feedback, modeling, skill practice, feedback and homework</li> <li>• Assess staff in their use of cognitive behavior skill exercises during individual meetings with clients</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Completed in 2015</i></li> </ul>	<p>Mandatory:</p> <p>100% of targeted service delivery staff that have been trained in a recognized one on one cognitive behavior skill strategies for working with clients on an individual basis</p> <p>0% of staff facilitating cognitive behavior groups are trained by a master trainer certified in a curriculum</p> <p>0% of staff facilitating cognitive behavior groups where their delivery of the curriculum was assessed for quality by either an offender survey or observation tool</p> <p>100% of high-risk cases where an offender survey, case audit tool, or observation tool was used to gauge staff's delivery of individual cognitive behavior skill exercises with offenders</p> <p>Optional:</p> <p>100% of clients are screened by defined guidelines for a cognitive behavior group</p> <p>0% of high-risk clients whose survey response indicate participation in a cognitive behavior skill exercise</p>	<ul style="list-style-type: none"> <li>• <i>Sherburne County contracts to provide cognitive behavioral programming.</i></li> <li>• <i>2018 Implemented Decision Points for juvenile and adult offenders.</i></li> </ul>