

Rural Agency Collaboration: Sharing Administration and Services

A presentation by:
Tom Roy
Executive Director of Arrowhead Regional Corrections
May 22, 2007



Learning Objectives:

- ☐ To identify characteristics of the rural environment that affect probation services.
- ☐ To become familiar with successful strategies of collaboration with community partners.
- ☐ To Identify concerns about implementing "best practices" when resources are limited.



Learning objective continued

- ☐ To become familiar with community corrections model of administration and structure.



Presenter and Agency

- ☐ Probation officer-rural and urban
- ☐ Rural home and family
- ☐ Administrator
- ☐ Agency does complete service for 5 counties
- ☐ Part of Minnesota Community Corrections Association



Rural Criminal Justice Characteristics:

- ☐ Probation Officers are required to wear many hats. "Omni PO":
 - Highly visible in the community.
 - Specialization is difficult.
 - Often "home grown."
 - Challenged to match skills with offender.



Offenders are Highly Visible:

- ☐ Serious crime gets media attention.
- ☐ Offenders can be stigmatized...ID'd from a early age.
- ☐ Harm is amplified and emotionalized.
- ☐ Victims and offenders are often close community members.



Community Expectations:

- ☐ Often conservative..."eye for an eye."
- ☐ Swift consequence expected.
- ☐ "Risk" categories not easily accepted..."got off on probation."
- ☐ Citizen support mechanisms not easily formed or maintained.
- ☐ Elected officials can be influential.



Limited Professional Resources

- ☐ Justice pros can often be a single incumbent. (one sheriff, prosecutor, etc.).
- ☐ Substance and mental health treatment options can be few or distant.
- ☐ Location monitoring (EM,GPS) staff and centers usually urban centered.
- ☐ Employment readiness services
- ☐ Housing assistance and availability.



A Rural Advantage!

- ☐ Community is readily defined and owned.
- ☐ Policy makers and influence owners are identifiable.
- ☐ Neighbors need help.
- ☐ They live next door...down the road...our kids go to school together.
- ☐ Scale is manageable...population is stable.



Special Populations:

- ☐ Native American Indian Reservations.
- ☐ Immigrants: temporary agriculture workers and permanent populations.
- ☐ New industry workers.
- ☐ GPS required.



Administrative Collaboration: Why?

- ☐ Rural government budgets stressed.
- ☐ Administrative savings allow for continued essential services.
- ☐ Mission silos are reduced.
- ☐ Granting authorities have cooperative expectations.
- ☐ Technology tools can reduce geography.
- ☐ Staff can specialize...(grant writing, QA, research and evaluation).



Service Collaboration: Why?

Critical mass for group work.

- ☐ Off hour / absence coverage.
- ☐ Staff assignment to special populations.
- ☐ Less fragmentation in delivery...consistent policy in a service area.
- ☐ Co-location – common clients.



Service Collaboration continued:

- ❑ Seamless transitions..common case plans
- ❑ Resource gaps filled with a unified effort.
- ❑ Political borders don't always reflect "service areas" or special needs populations.



Challenges to Rural Collaboration

- ❑ Rural community identity.
(Schools,government, business)
- ❑ Competitive history.
- ❑ Resource inequity.
- ❑ Control.
- ❑ Distance.
- ❑ Technology gaps.
- ❑ Lack of shared vision.



Challenges continued:

- ❑ Workload.
- ❑ Structure of relationship.
- ❑ Where the buck stops and who wears the target.
- ❑ Sustainable future.
- ❑ Personality and ego.
- ❑ Strong leadership and coordination.



Staff Safety

- ☐ Lone home visits.
- ☐ Radio and Cell phone(GPS) capability.
- ☐ Police partnerships:policy and co-training.
- ☐ Offender transportation/auto.
- ☐ Continuum of force.
- ☐ Office configuration.
- ☐ Support staff .
- ☐ "Courthouse" committee.



A Community Corrections Model

- ☐ 30 years in Minnesota.
- ☐ Allowed for joining together for common good.
- ☐ Moved away from a centralized "state" operation.
- ☐ Recognized needs of local and rural.
- ☐ Founded on a realistic funding formula.
- ☐ Community input into services expected.



Minnesota Model continued:

- ☐ Expected all non-prison services to be planned and delivered at the local level.
- ☐ Built on a "probation preferred" foundation.
- ☐ Sentencing Guidelines an essential element.
- ☐ Prison reserved for violent / person crimes and serious drug cases.
- ☐ Fewest per capita prison commits.



The Funding Formula

- Community Corrections Act Subsidy, the partnership between the State and the participating counties.
- The elements of the formula are:
 - percent of statewide criminal filings,
 - tax capacity and adjusted need.



The Local formula

- Determines how the local county partners set their percentage of \$ participation.
- Combines level of usage and service populations.
- Dynamic yet predictable.



Local Formula

2007 Demographic Averages

(Including AJC and NERCC)

County	State CCA		Adult-Juv		2000 Census		Court Filings		CSIS		2007		2007		2007		2007	
	Subsidy %	Arrest	Population %	20 Months	Cases 2005	Average	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005	2004 & 2005
Carlton	11.00	10.57	12.05	13.97	11.12	11.7420	6.83%	11.93%	0.36%									
Cook	1.00	1.92	1.97	4.70	1.68	2.2540	1.93%	0.36%										
Koochiching	6.00	4.55	5.46	5.93	2.77	4.9420	0.69%	1.04%										
Lake	4.00	0.89	4.21	4.73	2.73	3.3120	0.78%	3.60%										
St. Louis	78.00	82.07	78.31	70.67	81.70	77.7500	89.78%	83.07%										
Totals	100.00	100.00	100.00	100.00	100.00	100.00	100.00%	100.00%	100.00%									



Funding Cautions:

- ☐ Allow for local choices in level of service.
- ☐ Allow for creative revenue.
- ☐ Avoid “annual adjustment” to cushion volatility.
- ☐ Oppose unfunded mandates-offer cost analysis.
- ☐ Be inclusive during budget forming.



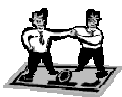
Rewarding Rural Collaborations:

- ☐ Community service crews.
- ☐ Truancy teams/school probation officers.
- ☐ Police/Probation partnerships.
- ☐ Automated information sharing.
- ☐ Community Detention.
- ☐ Domestic Violence response.
- ☐ Substance Courts.



Legal Connections

- ☐ Joint Powers Agreements/Boards.
- ☐ Memos of understanding.
- ☐ Contracts for service.
- ☐ Grant partnerships.
- ☐ Mutual aid agreements.



Best Practice Concerns

- ☐ Curriculum design.
- ☐ Staff matching.
- ☐ Quality control sophistication.
- ☐ Regular outcome monitoring.
- ☐ Breaking “tradition” and recognize risk levels.
- ☐ Implementation/maintenance workload.



The Rural Institution

- ☐ Non secure work farm.
- ☐ Marriage of work and programming.
- ☐ DWI, sex offenders, young felons.
- ☐ Part of a probation package.



Rural Juvenile Issues

- ☐ High budget impact placements unpredictable.
- ☐ Sex offender response, a model for consideration.
- ☐ Placement review teams.
- ☐ The urban influence-gangs.
- ☐ Transportation.
- ☐ School supports diminishing.
- ☐ Social activity limited for the already alienated.



Summary

- “Rural” brings challenge and opportunity.
- Collaboration is work.
- Models exist.



References/Resources

- “The Nimble Collaboration.” Karen Ray. Amherst H. Wilder Foundation, 2002.
- “Implementing Evidence –Based Principles in Community Corrections.” U.S. Dept. of Justice. NIC. April 22, 2004.
- Minnesota Statutes. 401.10 Community Corrections Aid.
- “Human Services Administration”. State of Minnesota Legislative Auditor. January 2007.