

FY22 Budget Coversheet

General Information

Office/Department: Probation

Budget Contact Person: Teresa Espedal

Budget Team Members: Bea Sloan, Eric Thomas, Jodi Brown, Jodie Fuller and Teresa Espedal

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Office/Department Profile

Operational Description

The Blaine County Probation Department is responsible for supervising adult clients placed on probation as the result of a misdemeanor offense, and juveniles that are placed on probation. Additionally, the Blaine County Probation Department provides accountability and supervision through an informal program. Diversion is a program that is designed to hold young people accountable when they have committed a criminal or status (an offense that is only a crime because of the age of the individual) offense and allows them to take responsibility for their actions through a contract with a probation officer. It ordinarily involves a process to avoid formal court filings and formal court actions. It is currently used more frequently and more effectively than the formal court process for juveniles. The program has demonstrated low percentages of recidivism and better outcomes.

Our department is committed to making efforts to explore and utilize strategies that can reduce the likelihood of individuals having further involvement with the criminal justice system. These strategies include focusing on risk assessments to assist with addressing criminogenic risk factors and needs. Criminogenic needs are factors that significantly contribute to whether an individual may continue with high risk and criminal behavior. The risk assessment can also identify protective factors, which are areas that increase the likelihood that an individual will be a successful, productive member of the community. Supervision includes administering a risk assessment tool provide to information and assist in supervision strategies, monitoring compliance with court ordered probation terms and conditions and using incentives and graduated sanctions to promote positive behavior changes. The intake interview, collateral contacts and ongoing supervision contacts provide us with information that can assist a client in being successful. It is important to note that sometimes our strategies include helping an individual get their basic needs met. It is difficult to be successful when you are struggling with food, shelter, medical needs (including prescriptions), employment and transportation. It is not uncommon for a probation officer to “walk” a client through the steps they need to take to get their needs met (role playing, practicing, making appointments, getting additional information regarding resources, taking them to appointments or classes, introducing them to someone that can help with a resource). This work plays an important role in helping

improve a client's likelihood of success. We believe that it can increase community safety and reduce recidivism.

It is also important to note that our current operation also includes assisting with monitoring of court ordered conditions of release for misdemeanor and felony offenders. This effort started many years ago. A local magistrate judge asked for assistance from the Blaine County Probation Department to drug test a client that was not on probation. We were already providing the service so agreed to assist the court in their request. We historically provided services and resources to the court and county agencies if possible. This type of testing is not a duty of the probation department and is separate from supervision of misdemeanor and juvenile probation clients. Requests continued to increase and eventually included clients ordered to submit to random testing as a condition of bond or release or jail. The requirement to test also involved meeting with probation, obtaining information about testing and alternatives (inside and outside the county and state), monitoring and reporting compliance with the requirements, and regularly communicating with the prosecutor and defense attorney. It has now reached a point where we are monitoring compliance for approximately 60 individuals that are on Conditions of Bail or Release.

The courts have relied on the probation department to monitor compliance and report failure to comply. This effort necessitates participation from all five (5) Blaine County Probation Department team members, and includes the shared daily responsibility of setting up testing, monitoring compliance and data collection, reporting non-compliance and submitting affidavits of violation, communicating with stakeholders regarding progress and areas of concern. Our office workload in this area continues to increase. The Blaine County Probation Department staff has been working hard with our judges, prosecutors, and defense attorneys to limit our involvement and made changes in the current fiscal year. Our long-term plan is to discontinue our involvement in this area unless we receive an additional position to monitor all aspects of the program.

Finally, our department engages in community-based partnerships and initiatives to attempt to prevent individuals from having formal contact with the criminal justice system. These collaborative efforts include long and short-term partnerships.

Probation services in Blaine County are provided in accordance with two separate Idaho Code Sections, specifically: **Adult Misdemeanor Probation Services – Idaho Code Title 31, Chapter 8 (31-878)**, which states “The County Commissioners shall provide for misdemeanor probation services to supervise misdemeanor offenders, in those cases where such probation supervision has been ordered by the sentencing court, and perform such functions as prescribed by the administrative judge in each judicial district; and **Appointment of County Probation Officer (Juvenile Probation Officers Under the Juvenile Corrections Act) – Idaho Code Title 20, Chapter 5 (20-529)**, which states “The Courts in the several counties of the state shall enter into a contract or agreement for probation services in the counties, or if the court deems local probation services are preferable, may appoint one (1) or more persons to serve at the expense of the county with the concurrence of the county commissioners.”

As mentioned previously, the Blaine County Probation Department provides all aspects of supervision for court ordered probation clients. Listed below is more specific information about the other services that are provided:

DIVERSION

This program is offered as an alternative to formal court involvement and is offered to teenagers, including individuals that are 18 or over if they are still in high school. The Blaine County Probation Department is open to accepting adult diversion cases and there has been statewide movement and a new law that would allow first time DUI offenders to participate in a Diversion program. The program is designed to serve low risk and first-time offenders, but there have been situations where a young person has been allowed to access Diversion more than once (for example: a young person referred to Diversion for truancy, a status offense and later referred for a criminal offense). Diversion could not operate successfully without cooperation from a variety of partners. Referrals for our Diversion Program come from many sources, including:

- The Blaine County Prosecuting Attorney's Office – they review cases for appropriateness of Diversion after receiving a request for petition, but prior to formal filing in juvenile court. They have also asked for or agreed to Diversion after a formal petition has been filed, if appropriate.
- The City Prosecuting Attorney – review infractions for appropriateness for Diversion and this can occur before or after citations are entered. The most common type of infraction that is referred or accepted for Diversion from this source is Minor Consumption.
- Law Enforcement – an individual law enforcement officer or agency can refer a case directly to probation for Diversion. This is the least common referral source, as they ordinarily submit a request for petition to the prosecuting attorney and may indicate that they feel that Diversion would be appropriate.
- The Blaine County School District – these referrals can come from a School Resource Officer, Administrator or Guidance Counselor. It is common for these cases to involve school attendance issues (a status offense in juvenile court) or violations of the School Drug Policy. We have referrals from elementary schools, middle and high schools for Diversion. School based referrals represent a significant amount of Diversion referrals.
- Juvenile and Magistrate Court Formal Cases – a judge can refer a case to the probation department for Diversion even after a formal case has been filed. The judge may say that Diversion is the sentence or may keep the case open until the Diversion has been successfully completed and then a decision is made on how or if to proceed with the case.
- Probation officer – a probation officer can and does conduct risk assessments and background interviews to determine appropriateness of Diversion and can bring this to the attention of the prosecuting attorney to request that the juvenile be referred for diversion. This can also occur after a formal case has been filed when a probation officer has background information and risk assessment data to suggest that diversion is more appropriate.

Diversion requires that the young person take responsibility for their behavior by admitting that they have done something wrong (criminal offense, juvenile offense, status offense – only a crime due to age). In addition, the Blaine County Probation Department needs cooperation and approval from the parent(s) in the process. The young person and their parent(s) enter into a contract with the Blaine County Probation Department that outlines how they will be held accountable for their behavior, an opportunity to repair the harm that has been done to the victim and community (if applicable), and a timeline to complete the terms of the contract. The benefits of participation in the Diversion Program include: an opportunity to take responsibility for your actions not long after the offense occurs (this is in contrast to the formal court system which can take several months to resolve a case); an individualized contract based on risk factors, history, parental response, efforts that have been made to “fix” what happened prior to the Diversion meeting; increase the potential for positive outcomes; and avoid the long-term consequences associated with the formal court process.

CONDITIONS OF RELEASE TESTING

Blaine County currently does not offer a formal Pre-Trial or Conditions of Release Program, although this is offered in many other counties in the state. There is a variation of this type of program in Blaine County. Judges in Blaine County have ordered that clients submit to drug and alcohol testing, as a Condition of Bail or Release while their criminal case is pending. An Order of Conditions of Release outlines specific terms and conditions that a defendant must follow in order to remain out of jail, while they are awaiting the resolution of their case. The predominant requirement listed on Conditions of Release in Blaine County is related to random drug and alcohol testing or utilization of a Secure Continuous Remote Alcohol Monitor (SCRAM) to monitor alcohol use on a 24 hour a day/7 days a week basis. There is not a department dedicated to provide this service. The Blaine County Probation Department currently provides information to Conditions of Release clients on how to set up testing, testing locations, and answers questions regarding non-compliance with court orders regarding testing. The Blaine County Probation Department also documents and reports non-compliance with orders regarding testing (no shows for testing, positive tests). It is important to note that the Blaine County Probation Department is only responsible for supervising adult misdemeanor and juvenile offenders, but clients on conditions of release include those with Felony charges. Felony Probation is supervised through the Idaho Department of Corrections.

The Blaine County Probation Department’s involvement in Conditions of Release drug and alcohol testing has been increasing over the past several years, and the administering and monitoring of tests has taken up a significant amount of all five (5) staff members’ time. We have now moved all the conditions of release test administration off-site, but provide all the other aspects of the testing set-up and reporting regarding compliance.

Our work with Conditions of Release clients has also included building rapport, helping individuals find resources, addressing treatment needs, and working on strategies that would make it more likely that they

could be successful in the community. Addressing needs could mean that they are less likely to harm others or engage in high-risk behavior related to use of alcohol or illegal substances.

We continue to work with our local judges, prosecutors, and defense attorneys on strategies to limit our involvement in the Conditions of Release Program and eventually remove our department from the process.

SCRAM AND RANDOM ALCOHOL/DRUG TESTING

Prior to the Blaine County Annex Building closure due to COVID-19, the Blaine County Probation Department used all five (5) staff members (including our office manager) to operate our random alcohol and drug testing program. Our testing has moved off-site due to COVID and the limits of our current office space. It is not a long-term option. All five (5) staff members continue to be responsible for entering data and communicating with testing providers on a regular basis regarding testing. It is not uncommon for clients on adult misdemeanor, juvenile probation and diversion to have offenses that directly relate to use of alcohol or illegal substances. Driving Under the Influence is the most common case for adults that are convicted of misdemeanor crimes and placed on supervised probation, and we are seeing an increasing number of Excessive and Second Offense DUI cases.

The Blaine County Probation Department utilizes the Judgement of Conviction for clients on supervised probation to determine the type of testing and the types of drugs tested for and the frequency (low, medium, or high risk). Decisions regarding alcohol and drug testing for Diversion cases is made by the supervising officer.

Random urinalysis testing is the first level of testing available and we have two other options through our Secure Continuous Remote Alcohol Monitoring (SCRAM) Devices. One device uses 24 hour per day transdermal technology. Alcohol consumption is measured through a device that the client wears for the program duration (it cannot be removed unless it is cut off). The other option is a SCRAM remote breath test machine, which requires random breath tests throughout the day. The SCRAM remote breath test machine takes a photo of the individual blowing into the device and face recognition to make sure that they do not have another person take the test for them. SCRAM devices are expensive options to use with a client and are reserved for high-risk clients and clients that have failed on a lower level of testing.

The Blaine County Probation Department provides information and education to stakeholders regarding the devices; installs the SCRAM device on individual clients; provides regular supervision and maintenance to the SCRAM devices and responds to alerts (tampering, damage, alcohol consumption); collects funds for payment of the devices; and is responsible for the removal and cleaning process. We currently own 14 SCRAM devices that were purchased through a federal grant and three (3) SCRAM remote breath tests machines that were purchased through Blaine County Probation. There are daily costs associated with an individual being monitored on the SCRAM, and a significant amount of staff time is dedicated to installation, monitoring and maintenance. The primary benefit of utilizing a SCRAM is that it provides

supervision for individuals that are high risk because of their alcohol use. It is also used as an alternative to jail and has proven to be helpful to use as a graduated (and immediate) sanction.

COMMUNITY SERVICE

The Blaine County Probation Department continues to coordinate community service projects through our department. This coordination involves relationships with local non-profits and working with individuals to help them identify projects and areas of interest. We work with the Blaine County Facilities Manager to determine whether there are projects around the county campus that may need assistance. This information is shared with clients that have court ordered service hours to complete. The Magistrate Judges have also asked some of our clients to utilize part of their community service hours to complete a project that has a connection to their offense. This can be challenging and the probation department staff can work with adults, juveniles and those on diversion to help them identify options. The Blaine County Probation Department also has flexibility in the summer and we have previously used time to work directly with clients on a project. This has been a great opportunity to model behavior and skills, build rapport, and create more opportunities for service because we can provide supervision.

COMMUNITY OUTREACH

This continues to play a significant role in the daily work of each Blaine County Probation Department Staff member. We are committed to involvement in community-based programs, initiatives and local/statewide training that can decrease the likelihood that an individual becomes formally involved in our department. We provide resources and referrals to children and families that are at-risk or high-risk based on needs that have been identified through our relationships with the school and community organizations. The Blaine County Probation Department uses our knowledge of community-based resources and relationships with other agencies to improve the likelihood of success for the client (and families) we serve. Probation Officers regularly work on assisting a client (or a former client) with getting their basic needs met (food, clothing, housing) and assisting with transportation issues; employment issues; mental health and medication issues. Supervision of probation is more than making sure that clients complete a term and checking off a box to indicate its completion. We are willing to do whatever we can to assist someone in moving forward and making positive changes in their lives. We want to be a resource to current clients, past clients, families, treatment providers, the school, law enforcement, non-profits and other community stakeholders. Our commitment to community engagement is one of our outcomes and this area is a strength for us. This type of community outreach and connection can reduce an individual's risk to the community.

DEPARTMENT PHILOSOPHY

The Blaine County Probation Department respects and values each individual's capacity to change. It is important to note that a person can improve and change at any time, we are witnesses to small, and large positive changes daily. We remain mindful of this and notice changes in our client, families, representatives of organizations and the general community

DEPARTMENT VISION

Our community will be a safe and healthy place where people are connected and have the opportunity to reach their full potential

DEPARTMENT VALUES

I-HEAR

- I Integrity – we are honest, fair and professional with strong moral and ethical principles and seek to encourage this in the individual we serve.
- H Hope - we have an expectation of positive changes and a belief that things can improve within individuals, organizations and communities.
- E Empathy – we have the ability to share and understand someone’s feelings and this translates to the individuals we serve, their families, victims and the greater community.
- A Accountability – acknowledge your behavior and assume responsibility for your actions.
- R Respect – act in a way that shows that you care about others’ feelings, points of view and well-being.

DEPARTMENT MISSION

To increase public health and safety through improving the effectiveness of the criminal justice system.

ORGANIZATIONAL STRUCTURE

The Blaine County Probation Department consists of five (5) full-time staff. The Director of the Blaine County Probation Department directly supervises three (3) probation officers and one (1) office manager. The office manager provides assistance to all staff and customers. We work as a team to make decisions about our department and continue to focus on new projects, initiatives and strategies that relate to our philosophy, vision, mission and values. It is important to note that the Blaine County Probation Department has operated with the current staffing level for at least 19 years with no additional requests for staff. Our caseload, responsibilities and expectations have increase significantly.

REQUEST FOR ADDITIONAL STAFF

We are requesting a Full-Time Position for an officer to manage a Condition of Release Program. Each year, we have managed a “caseload” of a large number of individuals that need to be monitored through Condition of Bail or Release Orders from the Magistrate Judges. This monitoring primarily includes monitoring of scheduled or random drug and alcohol testing and SCRAM devices, when

available. There have been limited circumstances where judges request that individuals check in with us on a weekly basis or provide information prior to travel, but my office has been straightforward about the limits of our involvement due to our supervision workload and lack of a defined program. We have already actively pursued options to outsource our alcohol and drug testing services, due to limits in staff time and lack of appropriate space for high volume urinalysis testing. Conditions of Release testing has been moved off-site, and the workload has changed because we are not directly responsible for testing. We still utilize five (5) staff members to provide and confirm information, set up testing options, record compliance and non-compliance, consult with the prosecuting attorney, judges and defense attorneys on issues and reporting/affidavits. The workload has shifted but remains and department staff continue to brainstorm and communicate about issues and regularly discuss the need for a program or dedicated person to raise the level of effectiveness, efficiency and consistency. In addition to being responsible for the conditions of release program, the employee could administer drug and alcohol tests, install SCRAM devices, supervise ignition interlock clients, data entry and other administrative tasks.

The Blaine County Probation Department takes great pride in our work and we take it very seriously. We aim to hold individuals accountable and to do no harm. We are committed to efforts to increase our effectiveness and the ability to motivate individuals to make positive changes in their lives. We coordinate our efforts with other departments, individuals and agencies, inside and outside of the county organization, to increase the health and safety within our community. Our greatest interest and motivation is the potential for our efforts to have significant, positive community impacts. We believe that our efforts are already making a difference in the lives of individuals we supervise, their families and the community at large.

FY22 Budget Overview – Template “A”

FY22 Proposed Outcomes

- Outcome 1 Improve Consistency and Efficiency in the Blaine County Probation Department
- Outcome 2 Creation and Maintenance of Results Teams to increase effectiveness of Criminal Justice System
- Outcome 3 Promote Officer Safety

Outcome 1

Improve Consistency and Efficiency in the Blaine County Probation Department

This is an ongoing area of interest for the Blaine County Probation Department. As mentioned in the description of our department, our office has two distinct “branches.” The two branches are adult misdemeanor probation and juvenile probation (which includes diversion). Each branch has different levels of requirements, discretion, limits, resources and supports. There are different types of grant funding and funding for substance abuse treatment for each branch and specific certifications that are required for each branch through the Peace Office and Standards Training (POST) Academy through the Idaho Department of Law Enforcement. Outside of these requirements, the department has the flexibility to assign probation officers to different areas and groups based on need and interest.

Our efforts in the past few years have been to cross-train individuals in all aspects of the probation caseload and operations so that we can improve customer service and consistency in our approach. Initially we focused on re-evaluating and re-writing standard operating procedures and this continues to be an outcome for the upcoming Fiscal Year. The past fiscal year we needed to adapt our practices to deal with the unique challenges posed by the COVID-19 pandemic. It forced us to look at our operations, to improve communication, to get creative and make changes to be effective in our work.

I am not sure if many departments can say that the experience was a positive one for them, but it was for my department.

Our efforts and success at going paperless with our adult caseload and conditions of release client will continue and we plan to document this through policy and operating procedure. Additionally, we will explore and move forward with a strategy to create the same option for our juvenile caseload (probation and diversion). We have found it easier to manage cases, share information, gather statistics, and support each other when someone is sick or unavailable. Our case management strategy has proven to be an effective accountability tool and helps us provide a high level of customer service to clients and stakeholders.

With a dramatic shift in operations in our department in the past year, we have not made the progress that we desired in rewrites of operating procedure. In the upcoming fiscal year, we will re-evaluate the final drafts of operating procedures that we have already completed and will ensure that forms our updated and easily accessible remotely. Review of all operating procedure will begin in the upcoming fiscal year, with the goal of completing operating procedures re-writes, edits, and final documents by the end of the fiscal year.

The strategy will be to continue to work with all staff to assist in writing, editing and utilizing the steps outlined in the policy to complete the job responsibility. It is important that we recognize the unique abilities of each of our staff members (some are more comfortable dictating or talking through it, some prefer writing or editing).

Information on draft procedures will be shared with the group through email, staff meeting or work sessions and staff can give their feedback. The expectation is also that staff members try out the policy and see if they are able to understand it and complete a job task/responsibility given the information in the operating procedure. We have some very important procedures that must be followed, but may not be common responsibilities, and we want to make sure these are explored as well. The job responsibility will be completed with the supervision and support of the individual that created the draft policy or the director of the department.

The Blaine County Probation Department will schedule an initial meeting to review completed procedures, assign staff members specific procedures to write or work on and a deadline for review. Staff meetings will be scheduled at least monthly to look at progress but more frequently if needed. This process will help increase efficiency, consistency, team building, and job satisfaction.

Strategic Alignment

Financial Perspective (includes effective and efficient use of resources)

Create an organization and organizational culture of fiscal stability which:

- Uses citizen and taxpayer resources efficiently and effectively

Internal Process Perspective (includes operations and processes)

Create an organization and organizational culture which:

- Models excellent government

Customer Perspective (includes customer and stakeholder satisfaction)

Create an organization and organizational culture which:

- Understands its constituency and believes county government exists to serve their needs
- Understands and focuses on customer and client service
- Works to meet community needs when determined appropriate and possible

Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, and systems)

Create an organization and organizational culture which internally:

- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative, team approach to issues and problem solving
- Maintains a strong ethical foundation
- Engages in excellent intra- and inter-departmental communication
- Provides a desirable, responsive work environment
- Strives for consistency
- Strives to exceed expectations
- Is equipped, trained and very well prepared to protect public safety and health

Requested Resources and Associated Costs

- People – A Full-Time Position
 - Details – to operate a Condition of Release Program and be responsible for all aspects of monitoring, compliance, random testing of clients, installation of SCRAM or other devices, ignition interlock supervision and assist in other probation services as needed.
 - Costs – Estimated \$52,000 yearly salary with benefits included.
- Facilities – Safe,
 - Details – this has been approved previously and we recognize that it is unclear when this will move forward. It will assist us in officer safety, separation of adult and juvenile clients, allows for urinalysis testing in the office (whether conduct by an officer or an testing agency (mobile processing)
 - Costs – unclear, but this item is part of Pat Boyle’s budget for his department.
- Furniture – a desk and an office chair
 - Details – current office space would require us to share space and stagger schedules and probation staff also use conference room space to meet with clients. We can manage without additional furniture until our office remodel is complete.
 - Costs – None currently
- Equipment – an office computer, scanner and telephone
 - Details – The Blaine County Probation Department purchase three laptops through our budget and were able to use these to be effective and efficient during remote workdays. A new staff member would have access to a laptop until they could obtain an office computer

Indicators of Success

- Monthly meetings for operating procedures write and rewrite
- Completed Operating Procedures to include misdemeanor probation, probation/diversion

- Completed Policy and Procedures for Conditions of Release is staff approved for program
- Obtain program or electronic option to track juvenile diversion cases and data

Outcome 2

Creation and Maintenance of Results Teams to Increase Effectiveness of Criminal Justice System

This has been and will continue to be an outcome for several years. The Blaine County Probation Department continues to work with partners in our efforts to increase the effectiveness of our work in the criminal justice system. We recognize the need to continue to engage stakeholders inside and outside of our agency (statewide and nationwide) to maintain the effectiveness of our programming and efforts and adapt to identified needs for change. Our interest also extends to prevention and early intervention efforts.

The Blaine County Probation Department continued and will continue its involvement in several collaborative efforts that involve stakeholders working towards a common goal. We would categorize these groups as results team. We commit to continued work with these teams and will explore others in order to continue our progress towards this outcome.

The past year has made it difficult for most of our results teams groups to get together and work on making changes, look at successes and challenges, research best practices and explore training opportunities to keep our projects effective and sustainable.

Listed below are teams that meet as needed and will continue as results teams:

- DUI COURT – this was previously a results team that was focused on evaluating need and moving forward with a request for a DUI Court in Blaine County. A Memorandum of Understanding indicating support was signed in the last Fiscal Year. The request was approved and DUI court has accepted its first two clients. The results team includes the Magistrate Judge, Blaine County Prosecuting Attorney, City Attorney for Blaine County, Felony Probation, Adult Misdemeanor Probation, Law Enforcement, the Drug Court Coordinator and local treatment providers. The team has already participated in mandatory training, will participate in additional training, will continue with meetings to review and make changes (if appropriate) to guidelines for the Blaine County Drug Court, maintains weekly staffing meetings, and will conduct DUI Court meetings weekly. This effort was due to an ongoing discussion about an increase in excessive DUIs (above .20 and level limit is .08) and 2nd Offense DUIs. A 2nd Offense DUI can include individuals with more than two DUIs, but may be more than two years apart.
- DIVERSION – this result teams has been one of our most successful, but also seems to need the most care, attention and evaluation. I have included data at the end of the budget report that provides information about our juvenile diversion cases and their outcomes. Diversion is an

important program and has grown through the past three years. It has become the predominant program for juveniles that have committed first or minor offenses. Diversion provides an opportunity for a young person who commits a crime or a status offense (a crime only by virtue of their age – minor consumption of alcohol, tobacco, beyond control of parent or runaway, truancy or excessive absences), to be held accountable for their behavior without giving them a formal court record. It is important to note that formal juvenile cases, no matter how minor, can get in the way of a young person in their future. A formal court record can affect your ability to get a job, housing, military placement, access to federal funding. The majority of young people that are referred to us for juvenile cases do not have another offense. Our rates of recidivism are very low. Diversion has a long history in Blaine County and we had the largest number of referrals in Fiscal Year 2020. This translated to very few juveniles being referred to juvenile court and a dramatic decrease in detention days/detention dollars spent. This fiscal year saw fewer referrals to Diversion and to formal juvenile court, but the reason is unclear. Our belief is that the reduction is due, in part, to the COVID-19 pandemic. We saw fewer school based referrals and these usually constitute a large number of Diversion referrals. The program is fragile because its success relies on stakeholders being committed to the process and making referrals. A change in leadership or philosophy can result in less referrals and more formal case filings. We regularly engage with stakeholders to stress the importance of Diversion and try to address problems if they surface. Blaine County is a leader in the State of Idaho in the field of Diversion. Other counties in the state are starting to work harder to divert more juvenile because of the effectiveness of this strategy. Every resource that is available for juvenile probation is available through Diversion, with the exception of juvenile detention. It is important to note that our magistrate judge rarely uses detention unless there is a risk to the community. The results team for Diversion include the prosecuting attorney, the city attorney, magistrate judges, school district personnel (including the School Resource Officer), local law enforcement, probation, counselors or guidance counselors. Information about our progress is Fiscal year 2021 is attached.

- PROJECT LEAP – Leveraging Evidence to Activate Parents (LEAP). This is a multi-state team project, involving juvenile probation departments and the Oregon Social Learning Center (OSLC). The Blaine County Juvenile Probation Officers have already participated in a project with the OSLC called Contingency Management along with the other juvenile probation departments in Region V. It is a great opportunity for our officers to get training that will assist us in helping parents support their children in being successful. Project Leap is a three-year study and involves three probation officers in our department. Probation officers will be trained in Parental Activation, an evidence-based practice that helps achieve more positive youth and family outcomes and can be used with every family. It involves training, monthly contacts, collaboration and support. This is an important relationship and we were encouraged by our juvenile judge to work with this organization. It is likely that the training we receive will help provide resources and support to adults on misdemeanor probation that have children. We are open and interested in any strategy that we can use to help an individual or family be successful.

- **RANDOM DRUG AND ALCOHOL TESTING** – This continues to be a focus and an area that needs support, suggestions, and creativity. We have previously used our office space bathroom as a drug testing space and as our probation clients and conditions of release clients increased, it became obvious that we could not accommodate the need within our office space. We struggled with the significant amount of time that all staff (five of us including our office manager) were devoting to administering drug tests, collecting funds, and documenting outcomes. It was chaotic at times to have clients that were coming for scheduled appointments with their probation officer and then a large number of client testing and waiting to be tested. Staff started juggling their time so that they did not see probation clients during scheduled testing times, but this limited the amount of time that we were able to meet with clients, separate from drug testing them. The COVID-19 pandemic required us to outsource our testing, but there are limits to the option that we have available. We continue to explore an alternative that can serve our juvenile and adult misdemeanor clients and conditions of release clients if our office is still responsible for monitoring compliance in the next fiscal year. An expanded office space would allow us to contract with a drug testing company to provide testing on site and we have requested a full time employee to provide testing and conditions of release compliance monitoring. Our support team in this effort has included the prosecutor's office, public defense, judges, treatment providers and testing programs.
- **TRAUMA INFORMED CARE** – this results team will continue and includes the Blaine County Probation Department, the Hunger Coalition and the Advocates for Survivors of Domestic Violence. This group is interested in working together on providing trauma informed team response with a focus on building resilience for mutual clients including: safety; trustworthiness and transparency; peer support; collaboration and mutuality; empowerment; voice and choice, and cultural, historical and gender context. The group was able to put together a Memorandum of Understanding that allowed information to be shared between agencies. This effort is especially helpful and essential in cases that require case management and often need long term support.

Results Teams

This outcome requires the ongoing support and involvement of members of the results teams. We have at least three more formal results teams operating, and two that utilize members of the team individually and occasionally need to bring the larger team together. The existing teams have and will continue to have an impact on the effectiveness of the criminal justice system. One example is keeping over 58 juveniles out of the formal court system and out of detention with only a small percentage of recidivism. Improving outcomes without compromising public safety. We will continue to address issues and seek to improve by collaborating with our results teams. Current result teams for the above-mentioned outcomes include: the prosecuting attorney's office; magistrate judges; local law enforcement; probation; school administrators; guidance counselors and social workers; St. Luke's Wood River Medical Center; the Idaho Department of Juvenile Corrections; the OSLC; state juvenile justice administrators; state adult misdemeanor administrators; local professionals and concerned citizens.

Strategic Alignment

Financial Perspective (includes effective and efficient use of resources)

Create an organization and organizational culture of fiscal stability which:

- Uses citizen and taxpayer resources efficiently and effectively
- Promulgates appropriate inter-governmental cooperative action

Internal Process Perspective (includes operations and processes)

Create an organization and organizational culture which:

- Models excellent government

Customer Perspective (includes customer and stakeholder satisfaction)

Create an organization and organizational culture which:

- Understands its constituency and believes county government exists to serve their needs
- Understands and focuses on customer and client service
- Works to meet community needs when determined appropriate and possible

Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, and systems)

Create an organization and organizational culture which internally:

- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative, team approach to issues and problem solving
- Maintains a strong ethical foundation
- Engages in excellent intra- and inter-departmental communication
- Provides a desirable, responsive work environment
- Strives to exceed expectations
- Is equipped, trained and very well prepared to protect public safety and health

Indicators of Success

- Probation is actively engaged in Results Teams
- Consistently evaluate the sustainability of Diversion
- Share information regarding adult and juvenile probation and diversion to stakeholders
- Collaboration with results team members and other partners on sustainable, effective and consistent drug and alcohol testing

OUTCOME 3

Promote Officer Safety

This has been an outcome for several years. It was identified as an outcome due to the large number and variety of clients that are served by the Blaine County Probation Department and our unique office space. The age of individuals ranges from infants who are brought in to the office by their mothers to senior citizens to everyone in between. Some of the individuals are clients, some are family, and some offer support to others. Our general office area waiting area may include a juvenile waiting to see a probation or diversion officer, an adult misdemeanor client waiting for a probation appointment (and possible soon – to drug test), misdemeanor or felony clients coming in to get information and sign up for conditions of release drug testing, misdemeanor or felony clients coming in to sign up and have a SCRAM device installed. This uncertainty regarding who may be coming in the door and their state of mind has caused concern, and sometimes worry. We take the safety of our staff and our clients very seriously.

It cannot be mentioned enough that our office space layout is not safe and secure and is unlike most probation offices or even other professional spaces. We supervise both adults and juvenile clients in the same space, same waiting area. Our office door brings you face-to-face with our office manager, although Plexiglass was installed during the pandemic, the door is locked, and we do not allow more than one individual to wait in the front office space. Clients call before coming in for an appointment, we use conference room space, alternative meeting spaces or bring clients in one at a time. I am not sure when this will change but this is the current practice.

We have worked with the Blaine County Facilities Manager on an option to remodel our current space and consulted with an architect that provides contract services to Blaine County. Our proposal includes expanding into the former Blaine County Public Defender's Office and changing our office layout and security. The approved design include creating an office space design that is similar to traditional offices with a barrier between clients and the office manager; office spaces are not available to client unless door are opened to them by probation department staff; a separate bathroom and space for contract drug testing; separate waiting areas for juvenile and adult clients; and a locked records room for confidential records

We have consistently used a strategy in our interactions with clients and families/guests to promote the safety of our staff. This strategy includes consistently treating individuals respectfully, listening to concerns and answering questions, recognizing tone and body language (theirs and ours). This strategy begins at the initial point of contact with a person but continues in each contact. It is important for staff members to be intentional in their efforts to positively engage with clients.

- Acknowledge – some way to acknowledge that they have come into the office or waiting area (a smile or nod).
- Greet/Introduce – say hello, introduce yourself or ask them to remind you of their names (i.e.: I don't think that we have met before, my name is, or can you remind me of your name again)

- Inform – answer questions that they have and spend time listening to what they have to say or concerns they may want to share. Give them information about what they can expect while waiting in the front office.
- Thank/Close – an acknowledgment that they came in, followed through and are leaving (i.e.: have a nice day, thanks for coming in today, see you later)

We continue to use this strategy with our contact in person and similar strategies when assisting someone over the telephone. Treating clients with respect, building rapport and relationships is a good strategy to promote officer safety and is the best tool that we have currently. Connection and communication has helped with de-escalation of high risk or high emotion situations.

Strategic Alignment

Customer Perspective (includes customer and stakeholder satisfaction)

Create an organization and organizational culture which:

- Understands and focuses on customer and client service
- Works to meet community needs when determined appropriate and possible

Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, and systems)

Create an organization and organizational culture which internally:

- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative, team approach to issues and problem solving
- Provides a desirable, responsive work environment
- Is equipped, trained and very well prepared to protect public safety and health

Indicators of Success

- Staff continue to use the policy and it has become practice
- Staff report feeling safe in their office space and in the office in general
- No reports of physical aggression or verbal aggression towards staff in the front office
- No reports of an unsafe situation in the office in the Fiscal Year.

PROGRESS ON FY 2020 OUTCOMES

OUTCOME 1 – Improve Consistency and Efficiency in the Blaine County Probation Department

The Blaine County Probation Department has identified this as an outcome for several years and we have made slow steady progress in this area. Our department is unlike most departments in the State of Idaho because we monitor both adult misdemeanor and juvenile probation clients in the same office. We also currently monitor compliance for individuals that ordered to comply with conditions of release testing as a condition of bond. The testing compliance is required as a condition to remain out of jail while awaiting further court hearings and the resolution of their case. This means that clients that visit our office range from elementary school age to senior citizens. They may find themselves in our office for truancy and school attendance issues, status offenses (only a crime because of your age), infractions, misdemeanors and felony offenses (both juveniles and adults).

Although there are similarities, adult and juvenile cases, whether formal probation or informal (Diversion), are not always managed in the same way. There are limits expectations and boundaries that vary and even the principles considered in sentencing are very different. The guiding principles when dealing with juvenile offenders is weighing community protection, accountability and competency development equally. There is no mention of punishment when you are working with juvenile clients. Goals of sentencing for adults include punishment, protection of society, deterrence and protection of society.

Job Description for the Blaine County Probation Department indicate juvenile or adult misdemeanor probation officers and previously identified Diversion Officers as a job title. Both types of probation officers must be state certified through the Idaho Department of Law Enforcement Peace Officer Standards and Training (POST) Academy. It appears that the POST training for adult misdemeanor probation officers has more of a law enforcement approach than the juvenile officer training.

In weighing our philosophy and approach with clients, it became clear that the best way to improve consistency and efficiency was to have probation officers that are trained in all aspects of our office workload, even if they are not the primary provider of the strategy. The beginning of this process required that we work together to edit, write and finalize new operating procedures for all of our job tasks. Finalized processes would also require updates when office practice changes or the environment/strategies that we used changed. Our intention was to create a roadmap to that any officer in our department could answer question and serve customers/clients, regardless of whether that was part of their daily experience. We also believe that some added benefit that it could bring included a more equitable distribution of workload, improved job satisfaction and customer service.

The Blaine County Probation Department was already working on strategies for agency change and efficiencies for several years prior to our office being closed in March 2020, due to COVID. The complete rewrite of our operating procedures has been slower and does need attention in rewrites, but COVID has

brought some unexpected improvements in efficiency, communication and teamwork. Our department benefitted in some ways from the challenges brought on by the pandemic. Some of the strategies that we used to manage our caseload and office will remain.

Our accomplishments and actions included:

- We worked with the Blaine County IT Department to establish an option for remote work for all staff. This was invaluable during the office shutdown, during staff quarantines, and as we worked on flex schedules to improve staff and client safety.
- All five (5) staff obtained access to their office computers at home, in the staff conference room, outside, or at any other location so that office work could be completed remotely. IT accessed the statewide court records database for us so that we could access it at home. We have fully made the transition to enter all data regarding clients into this system (Odyssey) rather than using any other type of record keeping for clients/case files.
- Misdemeanor probation case files were moved from paper as the primary case file to an electronic case file managed through Odyssey that could be accessed by any Blaine County Probation Officer any time that they had remote access to their computer. This proved to be invaluable and is something that we will continue. It has helped us work together, support each other and individual clients because of access to records real time. Additionally, it can help us provide information to law enforcement, prosecutors, defense attorneys or the court regardless of whether we can see/touch/access the paper file.
- Staff are present and engaged in daily staffing to discuss specific cases, ask questions, address areas of concern, and share successes. This occurred through COVID and was an essential tool for my staff in operating effectively. Go To Meeting was a valuable tool and we continue to use it daily. We have not used it with clients, but it may be a tool that we will use in the future.
- Every staff member is efficient in the use of Odyssey as our electronic monitoring system for adult misdemeanor cases.
- Every staff members is efficient in utilizing E-Filing for court documents and this can be completed at any location.
- Staff members are practicing a “one touch” system. If you receive information or documentation, then you are responsible for uploading, sharing, documenting that information regardless of if it is your assigned client. This has assisted with each staff member getting confidence in practices that are not common for them. In addition, it builds teamwork, appreciation and gratitude.
- Conditions of Release case files, results, and documentation of our filing affidavits is paperless and can be accessed through an electronic file. This was a huge improvement. We have five (5) staff members that are regularly engaged in these cases. Each probation officer has an assigned a day that manage all the conditions of release cases and update information. The office manager also manages the out of county/out of state clients. Issues of concern need a quick response, we cannot afford duplicate entries or mistakes and this work can easily be done remotely. All contacts from testing

providers, attorneys and court orders are easily accessible to us and records are available if needed for future reference.

- One probation officer that had POST certification as a juvenile probation officer, participated in POST and is now POST certified to supervise adult misdemeanor probation clients. We now have two officers dedicated primarily to supervising adult misdemeanor probation officers. Another probation officer assist with records check adult misdemeanor probation, specifically clients that are on probation for purposes of completing community service.
- Our strategy of out sourcing drug testing for adults and juveniles on probation has stalled. COVID necessitated finding a short-term option. We continue to seek a long-term option that can support adult misdemeanor clients, juveniles on probation and diversion, and conditions of release clients if we are supported in our efforts to hire a dedicated person responsible for this program.
- We continued to be a model for juvenile justice in the State of Idaho, diverting low level and first time offenders to avoid a formal court record, and a high record with low recidivism and better outcomes. Our staff advocate with law enforcement and the prosecuting attorney's office to divert juveniles from formal court action. We will be exploring an option to access electronic records for juveniles. There is an option for juveniles on probation called IJOS and this can be accessed at home. We do not enter juvenile diversion (informal with no case filed/no case number). These cases are informal and protected. If juveniles successfully complete the requirements, then there is no court filing. Currently we manage a running list with details, but contact and proof of completion is in a paper file. It is important to note that the Blaine County Probation Department is a leader in the state for diversion. Nearly all juvenile cases are diverted, have good outcomes and low recidivism.
- There is now a requirement for longer supervision for adults on misdemeanor probation for DUI, including 1st offense. Magistrate Judges made a decision that they were going to order clients to remain on probation for the full time period of their Ignition Interlock (usually one year after their suspension), leading to an average supervision time of 15 months. Previously first time offenders averaged a 3-6 month supervision strategy. This increased the number of clients we supervised. Strategy created for supervising clients in this category. Worked with the magistrate judges on expectations and low level of supervision. This allowed our department to prioritize type of supervision and reduction of fees upon reduction in supervision level. Upcoming fiscal year could include transitioning to a type of records check probation for these clients meaning administrative supervision and a difference in supervision costs. We would like to use the certified probation officers' time effectively to monitor moderate to high-risk clients and not for a significant amount of administrative duties.
- Completing our rewrite of standard operating procedures will continue and will receive more attention in the upcoming fiscal year. We are still utilizing the ones that we created, but will add more including the administration, records and data tracking/reporting. The operating practices most commonly used have been completed, but we will review them for any needed changes or additions. Also, some practices that are very rare (i.e.: one person is very skilled at the practice)

have been completed so that anyone could get step-by-step instructions on how to proceed (i.e.: interstate compact for juveniles or adults).

OUTCOME 2 – Results Teams to Increase Effectiveness of the Criminal Justice System

Results Teams continued throughout the last fiscal year and listed below is an update on the progress in the individual areas identified for the last year.

DUI COURT

A results team was formed to work together to determine need and viability of a DUI Court in Blaine County as a sentencing option. There is already another problem solving court, Blaine County Drug Court that primarily supervises and works with clients that have been charged and admitted to a felony. A Blaine County DUI Court Planning Meeting was held with stakeholders to discuss interest, answer questions and plan for next steps. Problem Solving Courts like the proposed DUI Court work to reduce repeat offenses and provide community protection “through cost effective, integrated care through the development and utilization of community service. The Blaine County Probation Department was interested in this program because of a desire to have more support and accountability for adult misdemeanor clients that are facing their second conviction for a DUI offense or have been charged with an excessive DUI (BAC of over .20, which is 2 ½ times the legal limit of .08 for a Driving Under the Influence Offense). We were noticing an increase in clients being placed on supervision for these types of offenses. A Memorandum of Understanding was signed by stakeholders indicating that they were committed to the development and implementation of a DUI Court. The Blaine County Probation Department’s current adult misdemeanor caseload consists of 24% of cases with 2nd Offense or Excessive DUIs.

Members of the results team (planning and implementation) were identified and include: an identified magistrate judge, the prosecuting attorney, a defense attorney, felony probation officer approved by the Idaho Department of Corrections, two (2) adult misdemeanor probation members, a law enforcement representative (currently an officer from the Blaine County Sheriff’s Department), the DUI Court Coordinator and identified treatment providers.

Progress in the efforts towards creating a DUI Court, include:

- Obtaining approval and funding for a DUI Court in Blaine County
- Recruiting, interviewing and hiring a Drug Court Coordinator
- All team members participated in standard problem solving court training
- Review of DUI Court manual
- Creation of a process to determine eligibility to DUI Court
- Establishing regular, weekly staff meetings for DUI Court and a process for accepting clients and scheduling DUI Court Meetings

The team has been meeting once per week since March 2021 and has accepted two (2) clients into DUI court. Select members of the Blaine County DUI Court will also be attending a national training in Washington, D.C. in August 2021.

CONTINGENCY MANAGEMENT- this results team included seven (7) juvenile justice departments in Region V and additional juvenile justice departments in the state. We were in a partnership with the Oregon Social Learning Center (OSLC) for a research study. The focus was to identify strategies to reduce the harm of substance use and abuse by juveniles that are informally or formally involved with the Blaine County Juvenile Probation Department. Two (2) probation department staff members were trained in Contingency Management and one (1) probation department staff member continued regular probation services with no training. We do not have the research information and results back, but the study ended this fiscal year. Staff trained in Contingency Management were not able to share with the usual probation services staff information about what we learned. The training information is now available, as well as incentives that OSLC provided. The incentives are available for probation officers to use within our department or with juveniles on probation or diversion. We will be participating in another research study for the next three (3) years and hope that the information that we learn can assist in young people being successful in the community. Contingency Management is a practice that can also be helpful in working with adult clients that are abusing drugs or alcohol so our training and the training materials could be a benefit to the entire department. We will provide outcome data from the Contingency Management Project Study when it becomes available.

DIVERSION- This continues to be a successful program and one that we are eager to continue. It is a strategy that is being used statewide and is an excellent example of how you can hold young people accountable for their behavior, have flexibility to offer resources and supports to young people and their families, have the ability to respond quickly to an offense (rather than wait many months for filing and resolution of a case), and protect a young person's record when they are a first time or low level (including status offenses) offender.

This program is fragile, need support, attention and ongoing evaluation to ensure its success and sustainability. As mentioned previously, we recognize that we must continue dialogue, information sharing and statistics to ensure that the program continues. We continue to work with our partners including the prosecuting attorney's office, city attorney, magistrate judges, school administrators, law enforcement, probation, guidance counselors, social workers and parents. Our Diversion program has been longstanding and we have excellent outcomes, but a change in leadership, philosophy and practice in any of the referring entities could lead to negative impacts to our program.

Ongoing information and education in the past year was limited due to COVID-19. There was a reduction in overall juvenile justice arrests/citations/referrals and school was operating on a two days schedule so there were limited school-based referrals. This result team picked up during the end of this fiscal year and

we recognize that we will likely need to have small group meetings or a meeting involving all the stakeholders in the near future.

On a limited basis, we provided:

- Continued information regarding the juvenile justice system – the process; time frames; potential unintended consequences, boundaries and limits to the court’s options for juveniles and their parents
- Continuing to educate the public and stakeholders on the benefits and effectiveness of Diversion.
- Implemented guidelines to deal with juvenile cases that are now considered infractions, including Minor Consumption of Alcohol
- Ongoing contact and information regarding young people following through with signing up and completing diversion.
- Sharing information about resources we have available to support students and families even if the referring party wants an option prior to diversion.

The Blaine County Probation Department saw a reduction in cases in the past Fiscal Year (to date – October 1, 2020 to June 7, 2021) and this is likely due to COVID-19. We have served 58 juveniles on diversion compared to 78 and this time last year. It is important to note that the numbers in the past five years were high, but we also counted the entire fiscal year and we have four (4) months left of the fiscal year. Prior to Fiscal Year 2017 there were approximately 25 Diversion cases. The majority of juvenile cases were supervised on formal probation.

- 88% of all juvenile cases were Diversion in the current fiscal year
- 62% of the total were drug and alcohol related (60% of these related to alcohol and 40% drug related – paraphernalia, possession of a controlled substance)
- 8% were school based attendance referrals. Attendance referrals at high school are based on kids that are in violation of the compulsory age for attending school (under 16) and attendance court is primarily used for elementary school and middle school kids that are not getting to school. There also may be concern regarding parents getting their children to school. There were not attendance court referrals this fiscal year due to COVID-19 protocols. The Blaine County Probation Department did offer support services, like Northstar to the elementary and middle schools if they needed support.
- 8% recidivism for Diversion Cases – either new infractions or a new juvenile case filed during the fiscal year.

Our efforts to hold juveniles accountable for their involvement in criminal and status offenses results in a dramatic reduction in the number of juvenile cases filed and juveniles placed on probation. 12% of our juvenile caseload is receiving supervision and accountability through formal probation. This is significant. It means that the cases formally processed through the juvenile court could include repeat offenders, high-risk offenders, and more serious types of offenses. They need the formality supervision and resources that the court process provides.

It is important to note changes in the ways we work with juveniles has resulted in dramatic decreases in the amount of funds spent on detention days, specifically detention is utilized when we are concerned about community safety and not as a method of dealing with problem behavior.

OFF-SITE RANDOM ALCOHOL AND DRUG TESTING: The Blaine County Probation Department has struggled in this area because of our inability to find a sustainability option to provide an evidence-based testing practice for adult misdemeanor clients, juveniles on probation and diversion without a dedicated space. We do have a short-term option for adult misdemeanor clients that we began utilizing because of our change in operations due to the COVID-19 pandemic, but continue to need a sustainable, evidence-based testing program. We are committed to finding a solution and are working with a team in this area because of the impact of this job responsibility on our ability to actively supervise a large number of adult misdemeanor probation and juvenile probation and diversion clients.

I believe that many may be aware of the impact of testing a large number of clients has on my probation team. Individuals that are sentenced to adult probation, juvenile probation or diversion are often given terms that include abstaining from alcohol and illegal substances and a requirement to submit to random testing. The most effective alcohol and drug testing option that we currently have available is urinalysis. Serving a current total of 310 clients on adult misdemeanor probation and 74 juvenile probation and diversion clients during Fiscal Year 2020 has meant that there is a substantial impact to other supervision requirements when individuals need to be tested for alcohol and illegal substances.

In addition, the court has previously utilized the Blaine County Probation Department to monitor testing for clients that are being supervised on conditions of release from jail. We have been able to outsource the administration of the drug testing (observation and collections of fees), but are still responsible for recording compliance, communicating with the prosecutor's office and defense attorneys about issues related to compliance or non-compliance, and filing affidavits of non-compliance. The Blaine County Probation Department does not have the staff time that is needed to manage the testing component or monitoring the compliance of individual on Conditions of Release. We cannot continue unless we have another staff member and space. If we do not get support, then we are going to inform the Magistrate Judges that we will be unable to continue.

Here is an example of what is involved in testing and why we could no longer manage it. Testing is something that is time consuming and involved the efforts of all five (5) probation officers. We scheduled two testing times for a total of two (2) times per day (unless prior arrangements were made) for a total of 2 hours per day. There needs to be a minimum of three (3) officers available at each time frame to manage the case file, observe tests, complete test packaging, and documenting testing, and collecting funds for testing. Our testing times were created to help manage the number of clients testing, as well as recognizing the importance of individuals being able to maintain employment and other commitments. It was common for all five (5) officers to allocate the first hour of each day, to monitor testing, which amounts to 20 hours per week. Our physical space is not conducive to the number of individuals that drug test mixing with clients (and families) that have scheduled appointments with their probation officer. The Blaine County Probation Department has an informal waiting area that does not have a clear barrier between clients and the office manager. There is also no separation between the waiting area and the staff office spaces. This poses a security and safety issue and we have managed in the best way possible, but cannot sustain this practice.

In the current fiscal year we have made some progress towards finding a sustainable option for drug and alcohol testing:

- Consultation with drug testing laboratories regarding contract options, including using their platform and having a staff member test clients. This would require an additional staff person.
- Offsite testing during COVID-19, beginning after the Blaine County Annex closure on March 16, 2020, for clients on Conditions of Release. We worked with the magistrate judges, prosecuting attorneys, and defense attorneys on a strategy to continue testing of high-risk clients without compromising the safety of our clients or probation department staff.
- Accessed an option for testing of adult misdemeanor clients for the short time while we look at evidence-based practices for testing.

OUTCOME 3 – Promote Officer Safety

We continue to use our initial contact policy: Acknowledge, Greet, Inform and Thank/Close when working with Clients, when we greet clients in our office. Our Office Manager was previously the first person to have contact with a client and did an excellent job helping to answer questions and providing them with information they needed to move forward. Other staff members provided customer service when needed and we made consistent efforts to carry over this approach to our interactions with clients, stakeholders and other community members.

The COVID Pandemic changed the type and frequency of our daily interactions with clients, especially with an office shut-down and other safety measures that were instituted because of the pandemic. We had less clients coming into the office waiting area and shifted to meeting clients in the conference room and adjacent office space to avoid more than one person congregating in our small front office area.

The interpersonal contact strategies that we used in our effort to keep officers safe continued, but for an additional reason. We were intentional in our efforts to use these strategies to help clients with fear, confusion, anxiety and worry. Probation officers had frequent contact with clients and made a point to ask how they were doing and if there was anything that the client needed. I am proud of the work that the probation department did during this period and went beyond to provide resources and support while not compromising accountability.

The Blaine County Probation Department also asks for a criminal history on adult misdemeanor clients that we supervise and this background is reviewed by probation department staff prior to a client having an initial appointment. Background regarding offenses, including violent behavior, helps provide good information about potential risk to the individual probation officer and the department.

We need safe and secure office space to effectively complete our work responsibilities. Our current plan is to adjust staff times and locations to compensate for a possible return of drug testing to our facility and a requested additional staff person.

Blaine County Probation Department
Department Caseload Information
Budget Hearing – June 14, 2021

ADULT MISDEMEANOR PROBATION: The Blaine County Probation Department currently supervises approximately 304 Adult Misdemeanor Probation clients. This does not include clients that are being supervised as a courtesy by another county. Listed below is some brief information about the adult misdemeanor caseload:

- The Blaine County Probation Department has one probation officer that is dedicated full-time to Adult Misdemeanor Probation Clients and another officer that primarily supervises adult misdemeanor probation clients. Additionally, we provide administrative supervision monitoring for clients that have been placed on supervision for community service only.
- During the period from October 1, 2020 to June 7, 2021 119 clients were placed on Adult Misdemeanor Probation and during the same period, 180 cases were closed. Closed means that the client completed probation successfully, the probation period expired, or they were given credit for time served in lieu of completing supervised probation. The Blaine County Adult Misdemeanor Supervised caseload currently stands at 304 clients. This includes clients on traditional supervision, supervision for community service only and interlock supervision.
- Current adults that are supervised on probation have the following offense breakdown: 56% are DUI Offenses, 9% Possession of a Controlled Substance or Drug Paraphernalia, 7% Domestic Violence or Battery Offenses, 7% Driving Without Privileges, and 5% Inattentive/Reckless Driving. The remaining cases have very small percentages in the total caseload. Please keep in mind that these numbers are related to total offenses charged and not individual clients. This is because clients may have multiple offenses and they are each counted.
- Another way to view the data is to look at how many clients on supervised probation have a DUI offense as part of their supervised probation (they may have other offenses as well). 63% of clients on adult misdemeanor probation currently have a DUI as one of the offenses that require supervision.
- Approximately ¼ of our clients on supervised probation have a charge of 2nd Offense DUI or Excessive DUI. Specifically 17% of our DUI cases are 2nd Offense DUIs and 5% are Excessive DUIs.
- New Adult Misdemeanor Clients during the reporting period included the following offense breakdown: 50% DUI Offenses, 9% Inattentive or Reckless Driving, 16% Possession of a Controlled Substance or Drug Paraphernalia Offenses, 11% Driving Without Privileges, 4% Petit Theft, 3% Disturbing the Peace, and 2% Battery or Domestic Violence, and the remainder of intakes included only 1 offense (Resisting, Fish and Game Violation, Trespassing, Minor in Consumption of Alcohol, Failure to Report an Accident). 5% of the DUI offenses were 2nd offenses.
- Adult misdemeanor clients that are placed on supervised probation participate in an initial intake appointment, which includes a semi-structured interview that is utilized to conduct a risk assessment. The Level of Services Revised (LSI-R) or Level of Services Revised Short Version (LSI-R:SV) is utilized to assess the overall likelihood that an individual the full version also identifies areas of risk that should be addressed and the need for services. It also can provide information about protective factors, which are areas that are strengths for individuals (i.e.: employment; education; relationships). The risk assessment utilizes the

information to provide a score of low risk, moderate or high risk and decisions regarding level of supervision are made accordingly.

- Approximately 18% of the adult misdemeanor probation caseload have mental health issues and often co-occurring disorders that may interfere with their level of functioning in a community and can require regular case management services, resources assistance (including basic needs of shelter, food and clothing) and crisis intervention. Clients in this category have more frequent phone and in person contact.
- We have experienced an increase in the number of clients ordered to remain on supervised probation for an extended period based on a law change in Idaho that took effect January 1, 2019. This law requires first time DUI offenders to have an ignition interlock device installed in their car for one year and our local magistrate judges have placed individuals on supervised probation during the entire period. We saw an increase in caseload in Fiscal Year 2020 – supervised probation clients totaled 310 and the prior fiscal year clients totaled 240 at one time. Our current caseload is a little over 300 and we do not see any indication that this number will drop. It appears that the increase in DUI arrests continues and our monthly intakes for new clients was 119 in an 8-month period. We have modified our supervision requirements for clients that remain on supervision strictly for ignition interlock monitoring. Changes to levels and manner of supervision will consistently be evaluated and modified according to best practices.
- Adult programming funds were available to the Blaine County Adult Misdemeanor Probation Department have proven invaluable in providing access to services that have the potential to decrease the likelihood that a client will re-offend. These services have included counseling; drug and alcohol testing; evaluations; psychotropic medication; transportation; and short term housing. I am not aware of any other county that has allocated county funds to assist in treatment and support funds for adult misdemeanor clients. These funds have proved invaluable in providing resources that can have a positive impact on community safety, reduction in probation violations and jail days, reduction in recidivism and formal law enforcement contact, and increase in the likelihood that an individual will experience success in the community. This cannot be overstated. We are so grateful for the support of the Blaine County Commissioners in providing this much-needed resource.
- An average of 60 adult misdemeanor clients are submitting to alcohol and drug testing, including: being called in for suspicion of usage; randomly called in for a test, or participating in a daily on-call program for truly random testing. We believe that the number of clients that are required to submit to random testing through a daily on-call program will increase. It is important to note that the Ignition Interlock Requirement for first time offenders means that individuals that are operating a motor vehicle cannot consume alcohol or their vehicle will not start. As mentioned above, the court order usually runs a minimum of one year from the day they can reinstate their driver's license. This means that individuals are being "tested" when they operate a vehicle.

JUVENILE PROBATION AND DIVERSION SERVICES The Blaine County Probation Department has served approximately 74 juveniles on probation and diversion from October 1, 2020 to June 7, 2021.

As mentioned previously, Diversion is a process that allows us to hold young people accountable for their offenses, criminal or status (only offenses based on the age of the individual) offenses, outside of the formal court system. We are able to access the same resources as probation, with the exception of court imposed juvenile detention (incarceration) or commitment to the Idaho Department of Juvenile Corrections. Additionally, participation in Diversion is voluntary and probation is court ordered. Diversion.

- 88% of the juvenile cases referred to the Blaine County Probation Department were for Diversion and 12% were referred to the Blaine County Juvenile Court for formal court action. Diversion referrals come from a variety of sources including school district administrators; school resource officers; local law enforcement; the Blaine County Prosecuting Attorney's Office and the Blaine County City Attorney. Diversion continues to be our first choice in holding young people accountable and the number of referrals have been steady over the past several years.
- Age break down for total cases was 8% 11-13 year olds, 10% 14-16 years old and 82% 16-18 year olds for Diversion.
- Juvenile clients on probation included two clients 14-15 and the remaining clients were 16-18 years old.
- Increases in referrals for Diversion do not necessarily represent an increase in crime. This is difficult to measure. The success of the Diversion program and our partnerships with stakeholders may be the reason for steady referrals. We are viewed as a resource and positive support for youth and families, so it is possible that cases are being referred that would not have risen to the level of a formal court referral (even though a crime or status offense has been committed).
- Decreases in referrals or interest in participating in Diversion can be the result of many factors. One that has played a role has been the classification of Minor Consumption of Alcohol to an Infraction, instead of a Misdemeanor, unless the case is formally petitioned into formal juvenile court or is a 2nd or subsequent offense. An infraction can be paid without a court appearance, similar to a ticket, and this has resulted in some young people choosing to pay a significant court fine (nearly \$500) upon receipt of the ticket. This can occur because someone does not want to deal with the requirements of the Diversion program or they are unaware of the option.
- 62% of the total diversion cases were drug and alcohol related (60% of these related to alcohol and 40% drug related – paraphernalia, possession of a controlled substance)
- 8% were school based attendance referrals. Attendance referrals at high school are based on kids that are in violation of the compulsory age for attending school (under 16) and attendance court is primarily used for elementary school and middle school kids that are not getting to school. There also may be concern regarding parents getting their children to school. There were not attendance court referrals this fiscal year due to COVID-19 protocols. The Blaine County Probation Department did offer support services, like Northstar to the elementary and middle schools if they needed support.
- As mentioned above there were no attendance court referrals, but we do plan to continue this program in Fiscal Year 2022. These referrals are usually long term and require case management, support and collaboration with other agencies to help the child and their family be successful
- 65% of the formal court referred cases were repeat offenders (had already received Diversion) and 35 were first time offenders. Only three (3) females were referred for formal court action and the remaining referrals were male. Common reasons for first time offenders to be referred for formal court action include category of offense, seriousness of offense, amount of restitution ordered
- Three (3) clients on probation during the fiscal year committed additional offenses while on supervision. The remaining formal juvenile probation clients have not committed offenses during the fiscal year and during their period of supervised probation.
- We do not have a juvenile in custody with the Idaho Department of Juvenile Corrections currently and do not have any cases where there is a suspended commitment. The most serious option for community protections, accountability and competency development for a juvenile on probation is incarceration or

commitment to the Idaho Department of Juvenile Corrections. The Blaine County Juvenile Probation Department accesses community based services and resources to help young people be successful.

- All juveniles on formal probation participate in a semi-structured interview with the probation department. Information from the interview and collateral contacts is used to administer the Youth Level of Services Inventory – Revised (YLSI-R) to determine overall level of risk to re-offend. This standardized assessment tool helps provide information about risk that needs to be addressed to reduce the likelihood of reoffending. The Magistrate Judge uses information from our formal interview and YLSI-R to make decisions on sentencing.
- The Blaine County Probation Department is fortunate to have ongoing financial support from the Idaho Department of Juvenile Corrections. This funding has allowed our department to provide invaluable services to youth and families on Diversion and Probation. We receive funds from the Juvenile Corrections Act (assists in paying for a juvenile probation staff person), Tobacco Tax Funds and Lottery Withholding Funds (pays for programs and services), and the Substance Use Disorder Funds (pays for Substance Abuse Treatment and Drug Testing for juveniles). These funds roll over if not utilized each year and have guidelines regarding their use.