

NORTH DAKOTA DEPARTMENT OF CORRECTIONS AND REHABILITATION

BIENNIAL REPORT

**TO THE
GOVERNOR
OF
NORTH DAKOTA**



FOR THE PERIOD COVERING
JULY 1, 2001 – JUNE 30, 2003

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**SUBMITTAL
LETTER**



DEPARTMENT OF CORRECTIONS AND REHABILITATION

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SUBMITTAL LETTER

November 2003

THE HONORABLE JOHN HOEVEN
Governor of North Dakota
Executive Office
600 E Boulevard, 1st Floor
Bismarck, ND 58505-0001

Dear Governor Hoeven:

I am pleased to submit the Department of Corrections and Rehabilitation 2001-2003 Biennial Report. This report provides a summary of the accomplishments and challenges faced by the various divisions of the Department during the biennium. It also provides a statistical overview of both the adult and juvenile offenders placed in the Department's care and custody.

The Department's mission is to protect the public and to provide an environment whereby most offenders, through rehabilitative services, can change their criminal behaviors and successfully reintegrate into the community. We believe that the programs offered by the Department give both youth and adult offenders the opportunity to make the changes necessary to lead productive lives outside of the criminal justice system. The Department continues to strive towards excellence in corrections.

The past biennium has been one of continual change to meet the challenges of a growing and more diverse offender population. Our hope is that this report provides a historical record of the Department's activities and gives the reader a better understanding of the adult and juvenile corrections system in North Dakota.

Sincerely,

Elaine Little
Director

DOCR OVERVIEW

Elaine Little, Director

DEPARTMENT OF CORRECTIONS AND REHABILITATION

The challenges and accomplishments for the 2001-2003 biennium of each DOCR Division are included in the body of this report. This overview is a brief discussion of the organization, responsibilities and physical components of the Department.

In addition to the Central Office, the Department of Corrections and Rehabilitation (DOCR) has two major divisions, the Adult Services Division and the Division of Juvenile Services. Each Division has an institutional and community component. The DOCR organization includes the Central Office, the Prisons Division (North Dakota State Penitentiary, Missouri River Correctional Center, James River Correctional Center and Rough Rider Industries), the Field Services Division (adult parole and probation and victim services), the Youth Correctional Center in Mandan, and the Juvenile Community Services Division. The Central Office, with a staff of eleven, has responsibility for the overall management of the DOCR. It is also responsible for county correctional officer training and jail inspections.

DOCR MISSION

The mission of the DOCR is to protect the public while providing a safe and humane environment for both adults and juveniles placed in the Department's care and custody. The Department will carry out the judgments of the North Dakota courts to both incarcerate inmates for the protection of society and to provide rehabilitative programs in an effort to successfully reintegrate offenders back into society.

The Department strives to follow the "what works" or evidence based treatment modality in all of the programs offered by the DOCR.

ADULT SERVICES DIVISION PRISONS DIVISION

The North Dakota State Penitentiary (NDSP) in east Bismarck is the main prison complex and houses maximum-security inmates as well as some medium security treatment inmates. The James River Correctional Center (JRCC) at Jamestown is designed to hold medium security male inmates and housed the majority of the women inmates during the 2001-2003 biennium. The Missouri River Correctional Center (MRCC) in southwest Bismarck houses minimum-security inmates (male and female). Rough Rider Industries is a self-sufficient, state operated industrial program which puts inmates to work in the production of goods and services for sale to State agencies and other tax-supported entities. The Tompkins Rehabilitation and Corrections Unit houses both inmates and non-inmates. During the 2001-2003 biennium it was located at the Stutsman County Correctional Center; inmates at the TRCU are managed through the DOCR Field Services Division. Inmates may also be held in local correctional centers through contracts, on the Community Placement Program and in other states through the interstate compact program.

The NDSP is the original prison built in the state, and consists of 7 housing units. These include an orientation/reception area in the North Unit, constructed in 1987; the Overflow Unit, constructed in the 1960's; the East Cell House constructed in 1910; the West Cell House constructed in the 1960's; the South Unit constructed in 1986, the Treatment Unit built in 1982; and Administrative Segregation unit constructed in the 1960's with recent modifications. The maximum capacity at NDSP is 523, however approximately 60 prison cells in the North Unit and the South Unit are double bunked.

The JRCC is located on the North Dakota State Hospital grounds. It has three buildings that were renovated in 1998 to house inmates. There is a newly constructed building for Rough Rider Industries. The six floor ET building was renovated to house inmates. The building

DOCR OVERVIEW

Elaine Little, Director

previously called the forensic unit was renamed the Special Assistance Unit and houses mentally ill or special needs inmates. There is also a gymnasium utilized for indoor recreation for the inmates. The current capacity of the JRCC is approximately 350.

The MRCC is located along the Missouri River in southwest Bismarck. The facility has a single housing unit, which was constructed in 1992. It is divided into ten male dormitories and two female dormitories. Other buildings on the grounds include a garage for an auto mechanic shop and other buildings, which are used for offices, inmate recreation, and dining. The current capacity of MRCC is 150.

In addition to meeting basic inmate needs for food, shelter, clothing and medical attention, the Prisons Division offers work and educational opportunities (adult basic education and vocational training) and provides treatment services.

ADULT SERVICES DIVISION FIELD SERVICES

The Field Services Division has offices across the state staffed by highly trained parole and probation officers. It manages offenders sentenced to supervision by the Court, released to parole by the Parole Board, sent to Community Placement by the Director and placed at the TRCU after staffing by the adult services case planning committee. Over three thousand offenders are supervised in the community.

Division staff not only supervises offender compliance with the supervision conditions, but also provide Cognitive-Behavioral and other forms of counseling services. They broker with other agencies and care providers to deliver services not available through the division.

Field Services also manages the Victim Services program to help

mitigate the suffering of crime victims by providing fiscal support and services to crime victims.

The division manages several very innovative treatment programs and "alternative to incarceration" programs. Additional information on these programs is included in the body of this report.

Field Services also manages all the administrative support duties for the North Dakota Parole Board and the North Dakota Pardon Advisory Board.

DIVISION OF JUVENILE SERVICES COMMUNITY SERVICES

Across the state, the Division of Juvenile Services (DJS) provides intensive supervision and case management services to delinquent youth placed under their care, custody and control. Each case is assigned to a Corrections Specialist prior to or at the time of commitment, and that worker follows the case for the duration of the court order. Operational philosophy is that intensive case management can best be accomplished if caseload size can be held to less than 30. Every effort is made to insure that caseloads remain manageable. If the treatment and rehabilitation goals for each case have not been successfully addressed at the time the order is scheduled to end, the division requests that court extend the term of commitment.

During the intake phase, the Corrections Specialist conducts or arranges for any necessary assessments or evaluations and completes any necessary interviews. DJS completes a thorough risk/needs assessment as a foundation for each plan, and any relevant additional testing or assessment is scheduled as soon as possible. Within 60 days of commitment, an individualized plan for treatment and rehabilitation is drafted. The plan is submitted to the committing court, and is updated every 90 days. Placement may be made anywhere along a continuum that includes parental home, relative

DOCR OVERVIEW

Elaine Little, Director

care, family foster care, treatment foster care, group home treatment, residential treatment, hospitalization, and the Youth Correctional Center. DJS believes that in order to be effective, diverse, relevant services must be accessible. Overall, the Community Services Division strives to provide effective, responsive services that insure that the treatment needs of youth are met while maintaining an acceptable level of community safety.

DIVISION OF JUVENILE SERVICES YOUTH CORRECTIONAL CENTER

The North Dakota Youth Correctional Center (NDYCC) is the state's only secure juvenile correctional institution and is located in Mandan. NDYCC provides rehabilitative and educational programming in a secure setting, and serves delinquent youth who pose either an imminent risk to the public or to themselves. NDYCC subscribes to an overall purpose of preparing youth for successful placement into a less restrictive environment, and gears its activities towards that outcome.

The NDYCC provides long and short term programming, referred to as treatment, as well as detention and short term behavioral evaluation for delinquent adolescents who are committed by state district court order, federal Bureau of Prisons, or tribal court. Youth are housed in four living units. Evaluation students and female treatment students comprise one unit. Treatment and detention males are housed according to their status as intake, long term or short term treatment. Physically or sexually aggressive offenders, and special behavioral or mental health involved offenders are housed separately from the larger population. Generally, the daily census is 90, and capacity is 113 beds.

The NDYCC and the Community Services Division of DJS work in tandem throughout the term of placement. This allows for several unique operational features. First and foremost, planning for the needs of each youth involves both the institutional and the local

community staff. This creates many opportunities to link services with the rest of the treatment continuum, maintain family involvement, capitalize on existing strengths, share information, and maximize the overall likelihood of drafting a plan that will succeed for the individual youth and family. Second, institution and community staff maintain close communication. Therefore, discharge planning is thorough, responsive, and movement to the next level of care is timely.

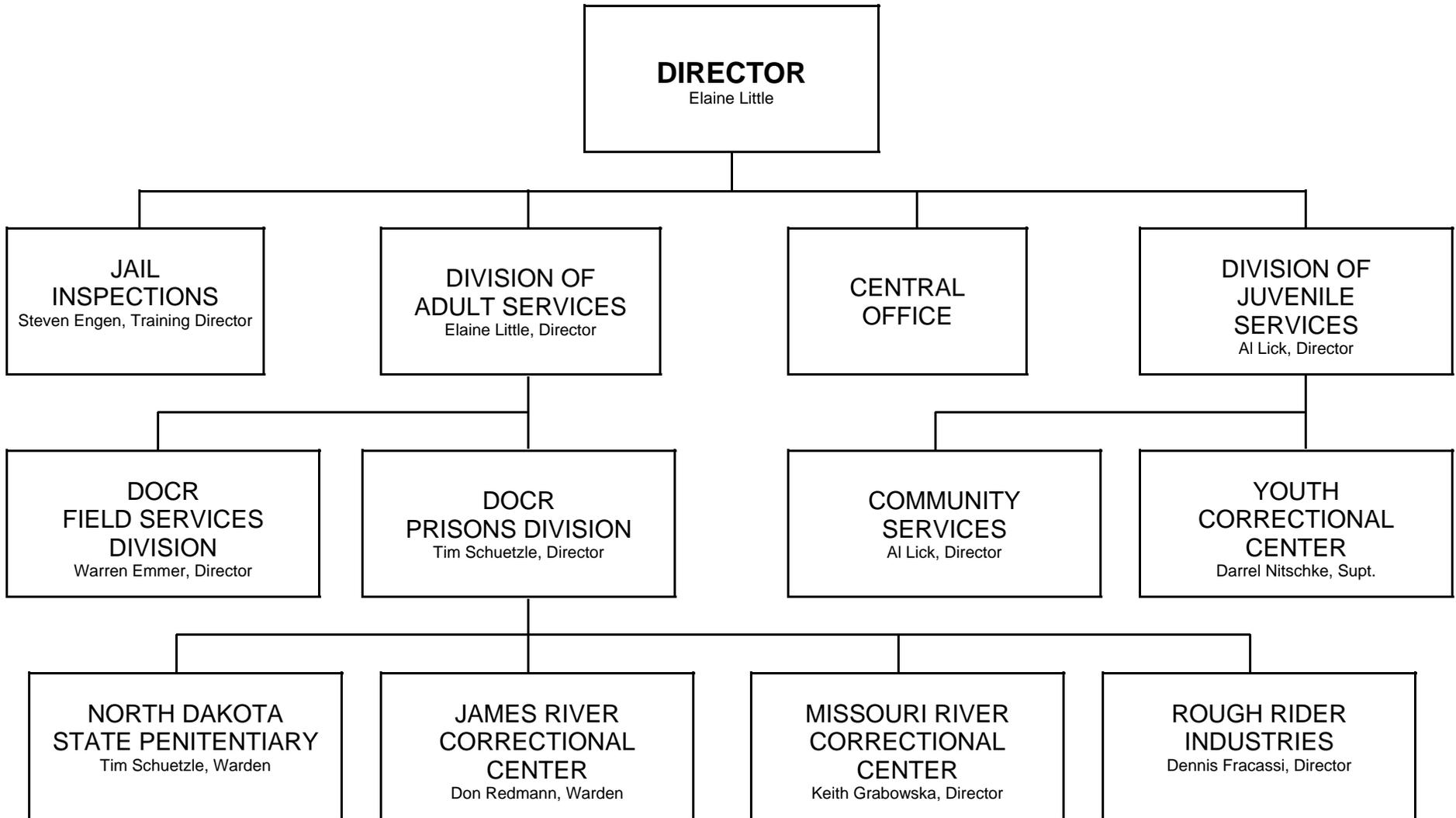
NDYCC provides a fully accredited (North Central Accreditation) middle school and high school educational program in a 12-month academic year. Students have the opportunity to complete or make progress towards their high school diploma or GED while in residence. A full range of special education services is provided. In addition to academic course work, vocational training opportunities are a part of the curriculum.

Overall, NDYCC strives to provide high quality treatment and educational services in a way that can be flexibly interfaced with other residential facilities, community based programs and schools. Youth have the opportunity to move into and out of the institution without setting back their treatment or educational progress. The operating philosophy is that progress towards successful community reintegration is always the desired outcome.

**ORGANIZATIONAL
CHART**

North Dakota Department of Corrections and Rehabilitation
DEPARTMENT OF CORRECTIONS AND REHABILITATION
Elaine Little, Director

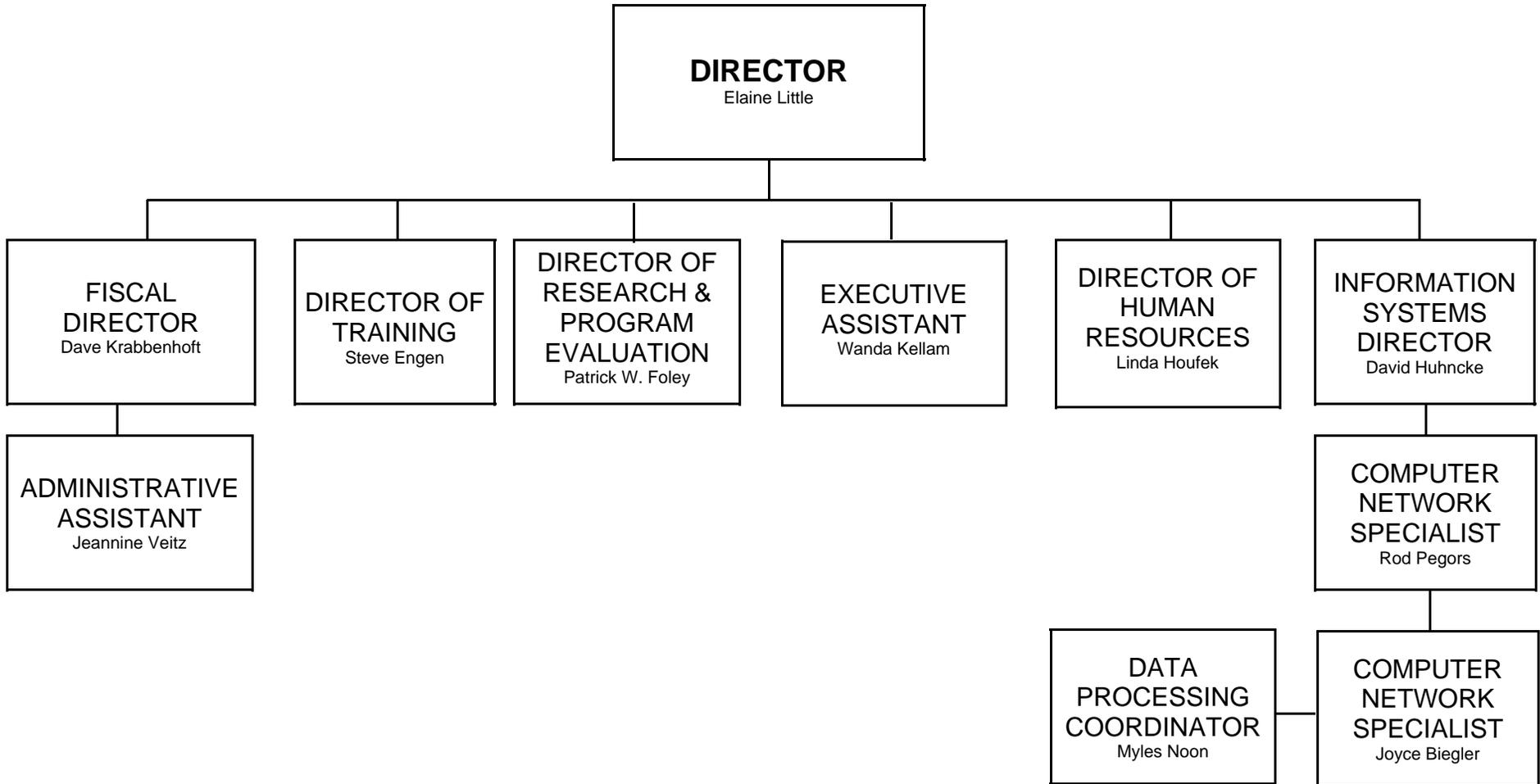
Department Organizational



**CENTRAL
OFFICE**

North Dakota Department of Corrections and Rehabilitation
DEPARTMENT OF CORRECTIONS AND REHABILITATION
Elaine Little, Director

Central Office



FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

FUNCTION OF THE FISCAL DIVISION

The Fiscal Division is responsible for providing the overall supervision and guidance to the divisions within the Department of Corrections and Rehabilitation in the following areas of fiscal management:

1. Compliance with state and federal laws, rules and regulations governing the agency;
2. The establishment and maintenance of an internal control structure to include policies and procedures for the accountability and safeguarding of fixed assets;
3. Adequate financial controls and procedures for the accountability of revenues and the propriety of expenditures; and
4. The financial management of contracts and grants applicable to the Department of Corrections and Rehabilitation.

FINANCIAL HIGHLIGHTS

On March 7, 2000, the Governor presented guidelines for state agencies in preparing their 2001-2003 budget requests. As per the Governor's directive, agency budget requests were to be prepared based on the agency's strategic plan and the statewide goals as set forth in North Dakota Delivers. Agencies were directed to limit their 2001-2003 general fund budget request to 100% of the agency's 1999-2001 general

fund appropriation. Budget requests for special or federal funds were not limited by amount. Any general fund requests in excess of the limit were to be prioritized and submitted as optional adjustments. Although the hold even budget request was a welcomed change from the 95% request limit of the 1999-2001 biennium, agencies still faced the challenge of building general inflation and other rising costs into a hold even budget. The 2001 Legislative Assembly appropriation to the Department of Corrections and Rehabilitation for the 2001-2003 biennium was \$102,557,191.

The 57th Legislative Assembly also appropriated a funding pool of \$5 million to the Office of Management and Budget to be shared by the state agencies to address equity and salary compression issues. The Department of Corrections and Rehabilitation 2001-2003 appropriation included funding of \$576,061 from this funding pool.

The 57th Legislative Assembly authorized four major DOCR initiatives and one capital project as follows:

- Pre-Release Center – Funding was provided to allow for the contract operation of a 50 bed pre-release center. The center is located in Bismarck and has since been renamed the Bismarck Transition Center (BTC). The BTC is operated under contract with Community Counseling and Correctional Services. The BTC houses offenders who are within 6 months of release from custody. The BTC is designed to ease the transition experienced by offenders when they are released into the community. All residents of the BTC are required to be employed or attend school.

FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

- Seriously Mentally Ill Unit – Funding was provided for the creation of a 25 bed unit designed to address the needs of the seriously mentally ill inmate. The unit is located at the James River Correctional Center and has since been renamed the Special Assistance Unit (SAU).
- DUI Program – Funding was provided to allow for the contract operation of a 25 bed treatment program targeted at the felony DUI offender. The center is located on the campus of the State Hospital in Jamestown and is operated under contract with the State Hospital. The DUI program was renamed to the Correctional Rehabilitative and Recovery Program (CRRP).
- DOCR Program and Facility Study – Although paid with funds contained in the Legislative Council appropriation, this study was directed exclusively at the DOCR. The legislative assembly directed the legislative council to obtain the services of a private consultant to assess and evaluate the facilities and operations of the prison system. This study was completed and presented to an interim legislative committee in June 2002.
- Fire Suppression System – Funding for this project was provided to install a fire suppression system in Maple cottage located on the grounds of the Youth Correctional Center.

FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

REVENUES / TRANSFERS

Licenses / Permits / Registrations	\$ 177,984
Intergovernmental Revenue	\$ 9,379,160
Charges for Services	\$ 8,196,150
Miscellaneous Revenue	\$ 3,542,203
Transfer from General Fund	<u>\$ 75,077,976</u>

TOTAL REVENUES / TRANSFERS \$ 96,373,473

General Fund	\$ 75,091,099
Federal Fund	\$ 11,766,279
Special Fund	\$ 9,516,096

EXPENDITURES

Salaries	\$ 35,300,055
Temporary/Overtime/Shift Differential	\$ 2,194,561
Benefits	<u>\$ 12,027,443</u>
Total Salaries and Benefits	\$ 49,522,059

IT - Data Processing	\$ 655,540
IT - Telephone	\$ 431,113
Travel	\$ 1,277,211
IT - Software / Supplies	\$ 274,686
Utilities	\$ 2,025,746
Postage	\$ 151,196
IT - Contractual Services & Repairs	\$ 152,603
Lease / Rent - Equipment	\$ 141,666
Lease / Rent - Buildings & Land	\$ 458,799
Professional Development	\$ 170,945
Operating Fees and Services	\$ 12,540,298
Repairs	\$ 1,202,495
Professional Services	\$ 3,978,265

Insurance	\$ 273,079
Office Supplies	\$ 264,937
Printing	\$ 120,257
Professional Supplies and Materials	\$ 289,369
Food and Clothing	\$ 2,527,260
Medical, Dental and Optical	\$ 2,594,676
Building/Ground/Vehicle Mtce./Supplies	\$ 4,864,303
Miscellaneous Supplies	<u>\$ 738,001</u>

Total Operating Expenses \$ 35,132,445

Office Equipment and Furniture	\$ 138,179
IT - Equipment	\$ 396,302
Other Equipment	<u>\$ 539,355</u>

Total Equipment \$ 1,073,836

Land & Buildings	\$ 590,962
Other Capital Payments	<u>\$ 2,732,429</u>

Total Land & Capital Improvements \$ 3,323,391

Grants, Benefits and Claims	<u>\$ 7,651,721</u>
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Total Grants Benefits & Claims \$ 7,651,721

TOTAL EXPENDITURES \$ 96,703,452

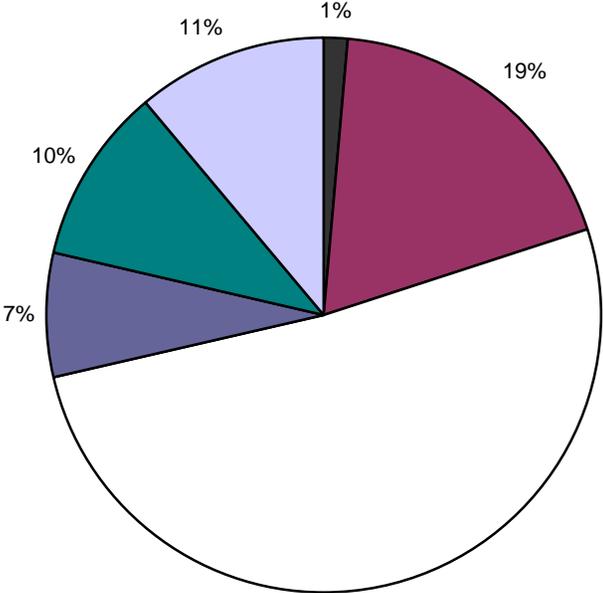
General Fund	\$ 75,077,373
Federal Fund	\$ 11,929,420
Special Fund	\$ 9,696,659

FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

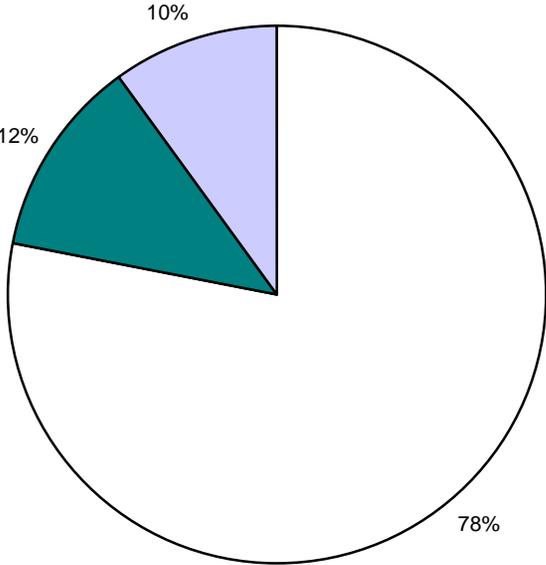
Summary of Revenues/Transfers

By Program



- Central Office \$1,385,872
- Field Services \$17,984,612
- Prisons Division \$49,386,772
- Rough Rider Industries \$7,097,394
- DJS/Community Services \$9,764,956
- DJS/Youth Correctional Center \$10,753,867

By Funding Source



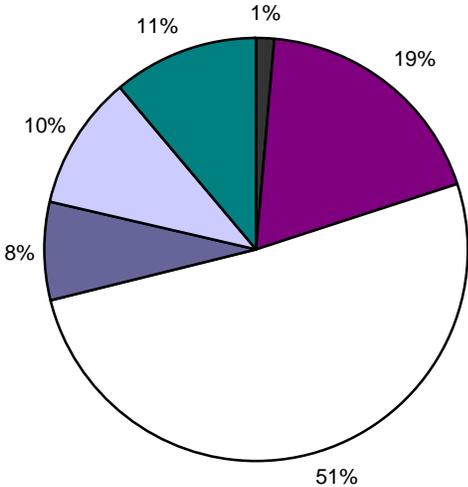
- General Funds \$75,091,099
- Federal Funds \$11,766,279
- Other Funds \$9,516,096

FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

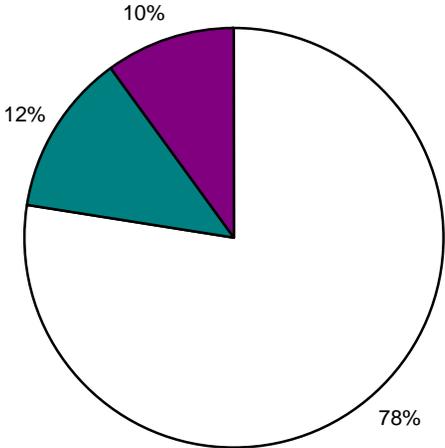
Summary of Expenditures

BY PROGRAM



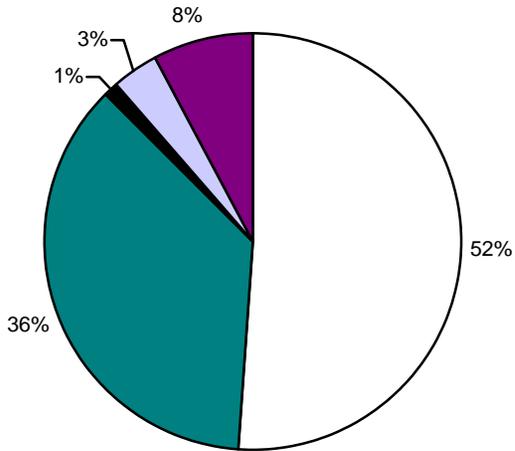
- Central Office \$1,385,197
- Field Services \$17,922,193
- Prisons Division \$49,344,978
- Rough Rider Industries \$7,361,897
- DJS/Community Services \$9,877,166
- DJS/Youth Correctional Center \$10,812,021

BY FUNDING SOURCE



- General Funds \$75,077,373
- Federal Funds \$11,929,420
- Other Funds \$9,696,659

BY LINE ITEM



- Salaries and Wages \$49,522,059
- Operating Expenses \$35,132,445
- Equipment \$1,073,836
- Capital Improvements \$3,323,391
- Grants \$7,651,721

HUMAN RESOURCES DIVISION REPORT

Linda Houfek, Director of Human Resources

The purpose of the Human Resources Division is to develop, implement, and manage the overall human resource functions within the Department of Corrections and Rehabilitation. There is one FTE assigned to this division with administrative assistance and support services provided by the DOCR Administrative Assistant III. This position works closely with the designated Human Resource staff in each of the divisions within the DOCR. Major activities include the following.

- Salary Administration
- Human Resources policy and procedure oversight, including – hiring, evaluations, employee benefits, disciplinary process, personnel files, and grievance issues
- Coordinator for – Americans with Disabilities Act, Employee Assistance Program, and the Critical Incident Stress Debriefing Team

Major Human Resources issues for the 2001-2003 Biennium were as follows.

- Coordinated the process to add the 42.50 FTE (new positions) approved by the 57th Legislative Assembly for the ND Department of Corrections and Rehabilitation.
- Participated as Subject Matter Experts in the joint conversion of the statewide Payroll and Human Resources areas in the Connect ND project which is the implementation of Peoplesoft's Enterprise Resource

Planning system that will replace North Dakota's current administrative computer systems. All ND State Government, including the ND University System is involved in this project

- Reviewed, revised, and updated all Human Resource policies for the Department of Corrections and Rehabilitation.
- Coordinated the process to review, revise and update the Department's Employee Handbook.
- Coordinated with staff from ND Human Resources Management Services and various DOCR divisions to review/modify the minimum qualifications for several correctional positions within the various divisions and to upgrade several position classifications and grades.
- Developed a recruiting brochure for the Department.
- Worked with the Prisons Division and the Human Resources Management Services staff to facilitate approval for hire, classification, and selection of staff to work in the Food Services Unit at the James River Correctional Center—this Unit is responsible to provide food services both to the JRCC and to the State Hospital.

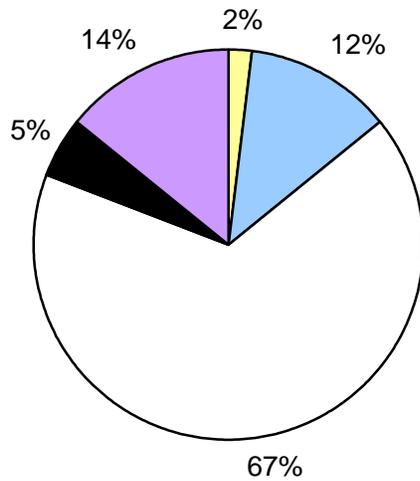
North Dakota Department of Corrections and Rehabilitation
HUMAN RESOURCES DIVISION REPORT

Linda Houfek, Director of Human Resources

Statistical Data

FTE STAFF DISTRIBUTION

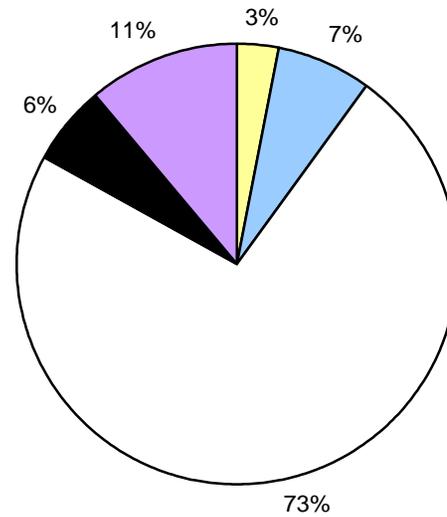
Total FTE
615.18



- DOCR Central Office
- Field Services
- Prisons Division
- DJS/Community Services
- DJS/Youth Correctional Center

NEW HIRES

139 Staff FTE Positions



- DOCR Central Office
- Field Services
- Prisons Division
- DJS/Community Services
- DJS/Youth Correctional Center

TRAINING REPORT

Steve Engen, Director of Training

FUNCTION OF THE TRAINING DIVISION

The Training Division is responsible for training within the Department of Corrections and Rehabilitation in the following areas:

1. Draft and administer North Dakota Correctional Facility Rules.
2. Administer and provide County Correctional Officer Training.
3. Develop and administer DOCR Central Office training budget.
4. Provide specialized training within the DOCR Divisions.
5. Develop and provide field training to Correctional Facilities within the state.

The DOCR Director of Training position was approved by the 55th Legislative Assembly. This position was created to provide training to the County Correctional Facilities staff and administrators. The DOCR has been responsible for jail inspections and county correctional officer training since the DOCR was formed in 1989. The Director of Training position administers and facilitates basic and specialized corrections and leadership training to the staff and administrators of county correctional facilities. In addition to the above functions the DOCR also provided training to Correctional Health Care Professionals, Community Service/ Restitution personnel, and some Law Enforcement agencies as well as to the North Dakota Peace Officers Association during the 2001-2003 biennium.

FOR THE FUTURE

In the future the Training Division will include satellite based training between DOCR facilities. The DOCR is very excited about the future of training within our State and County Correctional Facilities and will strive to provide each valued employee professional pertinent training.

TRAINING HIGHLIGHTS

North Dakota Department of Corrections and Rehabilitation
PLANNING AND RESEARCH REPORT
Patrick W. Foley, Director of Research and Program Evaluation

PLANNING

The Central Office facilitates a strategic planning session for the DOCR Division of Adult Services every two years in January prior to preparation of its next biennial budget request. The plan is regularly updated between sessions; the next formal strategic planning session is scheduled for the fall of 2003.

The department invites both internal and external stakeholders (judges, legislators, service providers, law enforcement, etc.) to participate in the process. They help identify customer perceptions of the department, industry trends, strengths, weaknesses, threats and opportunities for the department, and core issues. These are refined into goals, strategies to achieve the goals, and specific tactics designed to carry out each strategy. The department has been very successful assigning multi-disciplinary committees to work each tactic.

The current strategic plan has four goals. They are listed below with a very brief description of some of the work that has been accomplished on specific strategies suggested during the session.

Goal #1: Recruit and retain sufficient well-qualified staff to work in a safe and positive environment.

Staff concerns were a central theme during the biennium. The need for additional FTE's to respond to a growing offender population and salary equity issues were a constant challenge. Human Resource personnel addressed these and other issues by vacating job assignments during non-peak periods, re-distributing staff based on changing caseloads, increasing their efforts in recruiting and training staff, creating a higher "human

resource" visibility for current and prospective staff, as well as creating new and innovative approaches to maintain and increase staff morale.

Goal #2: Offenders will maintain optimal health (mental health, substance abuse, physical health) to help reduce recidivism.

The Medical Department has put a tremendous effort into the Hepatitis problem. The DOCR has established a partnership with the ND State Health Department and will reduce the test cost by 73%. This and many other changes have dramatically improved the Hepatitis program. The Treatment Department has continued to improve its delivery of services. It coordinates with the Medical Department to monitor mental health symptoms, it has improved mental health screening tools, cross trained department staff to reduce duplication and promote efficiency, and continues the use of cognitive restructuring throughout the adult system. There continue to be shortfalls in staffing levels that are exacerbated by a continuing increase in offender numbers and need.

Goal #3: To provide functional space, use cost effectively, for the programs, services, and housing of offenders assigned to the Prisons Division.

The Special Assistance Unit at the James River Correctional Center (JRCC) became operational and is serving special needs inmates. Phase Two of the JRCC master plan has started implementation. Security Response Technologies, Inc. conducted a study for the legislature during the biennium. There were a number of recommendations that included construction of a female housing unit. A plan to create this unit was prepared for submission to the 58th Legislative Assembly. Negotiations

North Dakota Department of Corrections and Rehabilitation
PLANNING AND RESEARCH REPORT

Patrick W. Foley, Director of Research and Program Evaluation

with the Office of Management and Budget to conduct a space planning study continued (centered on replacement of the East Cell House). A request for funding to revisit the North Dakota State Penitentiary master plan was included in the initial draft of the next budget but was removed at the Governors level. A final strategy, resubmitting a request for food services/multi-purpose building at the Missouri River Correctional Center did not even make it into the department's budget request.

Goal #4: Provide parity in housing and programming for female offenders in the most efficient and safe manner.

The centerpiece strategy for this goal was to establish a separate autonomous facility for all female inmates. The planning went into this strategy and it was included in the department's budget submission, however the 58th Legislative Assembly did not support it. Additionally, female offenders need "gender specific" programs. Partial success has been realized and there are several tactics that continue to be developed.

Goal #5: Utilize research to provide information for management decisions to be a basis for policy development and to maximize department resources.

Staff continue to develop skills in conducting literature reviews and are becoming more sophisticated in research techniques. Partnerships with outside agencies (notably local and nationally acclaimed universities) have yielded a number of very useful external evaluations of the departments programs. Doctoral level students have arranged to conduct research on the departments programs as their dissertation projects. One notable project that started during the biennium is an evaluation of the Cognitive Education program. The University of North

Dakota as well as the Internal Review Board of the Department of Human Services have scrutinized the methodology and this promises to be one of the most scientifically sound research projects undertaken by the department.

RESEARCH

The Director of Corrections in North Dakota continues to support a philosophy of making decisions based on the "What Works" approach. As a result, program managers are including evaluation efforts in the delivery of both new and existing services. External evaluations continued to occur during the biennium and are planned well into the future. The shortage of internal resources continues to hamper full implementation of the "What Works" concept. However, division directors have embraced it and continually seek outside resources to evaluate their programs and guide their decision-making processes.

Fortunately, management staff at all levels have embraced the "What Works" philosophy and are actively implementing the concepts in a way that improves the departments delivery of services. This supports our goal to increase public safety and reduce recidivism.

PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

PAST AND PRESENT TECHNOLOGY

Prior to January 1996 the Department of Corrections and Rehabilitation had very limited access to computers and network operations. The Field Services Division (parole and probation) used a small isolated local area network that allowed limited access to all but a few field service staff. Field services developed a DOS based program that would track offenders under their supervision and provide a means to manage officer workloads. All status changes were sent via floppy disk to the Field Service Central Office for uploading into the central database. The information contained in the field service database was not current (real time) since the means to update relied on the floppy disk via the mail from all regional field service offices.

The penitentiary managed inmate populations using a proprietary system called AIMS. The system was reliable but very difficult to extract information into a workable format. The cost of the AIMS system was also very expensive to maintain.

In January 1996 the department hired a data processing coordinator who began the task of revamping the agencies infrastructure. No improvements to the agencies technology base could be started until new network wiring was in place to support such endeavors. Infrastructure work lasted for much of the first year, after which work began on rewriting the current field service system into a real-time database system using state of the art thin client technology. Infrastructure work continued with the wiring of all field service offices so they could connect to the new Department of Corrections and Rehabilitation Subject Tracking and Reporting System (DOCSTARS). DOCSTARS was designed and developed in-house by the agency.

DOCSTARS has undergone many revisions and is Field Services

core business system. The system also provides the Bureau of Criminal Investigation (BCI) with daily information on offenders supervised by field services. The DOCSTARS data is forwarded by BCI through state radio so local police and the highway patrol has immediate access to current parolee and probationer information. The system provides the root data for Parole Board and Victims Compensation sub systems.

ACCOMPLISHMENTS

It would be impossible to cover all the advancements in technology the DOCR has accomplished but the following is a short list of the most important accomplishments:

1996 – present

- Infrastructure improvements in the areas of network wiring for all adult and youth institutions.
- The agency as a whole services over 350 pc computer connections and 20 network servers across the state and has a dedicated I.T. support staff of four.

1997 – 1998

- DOCSTARS is developed and replaces the old DOS based Field Service system and provides for real time input of data from all Field Service offices across the state.
- Developed Victims Compensation Tracking System.

1999 – present

- Replacement of the inmate management system (AIMS) with a state of the art Web based offender management system. The new system, iTag, is online and provides offender management for all institutions including both Youth/Community and Adult

PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

divisions.

2000

- DOCR Intranet, which provides for a host of activities and resources including services for downloading data to Parole Board members. Hosts reporting sub-system for delivering custom reports via the web.
- Developed Victims Notification System.

2001

- Developed inmate property system that manages all property for all adult institutions.
- Developed Juvenile Services Case Manager Time Management System.
- Developed student scheduling and management system for Youth Corrections Center (SEAS).
- Video Conferencing between DOCR and JRCC (James River Corrections), and telemedicine between Med Center One and Penitentiary online.
- Parole Board and various other meetings now held via video conferencing, which contribute to enormous savings in time and money.

2002

- Implementation of the inmate visitation module in iTag that manages and reports on visitors to the adult institutions.

2003

- Developed county billing and invoicing module for the

DOCSTARS system to support new legislative mandates.

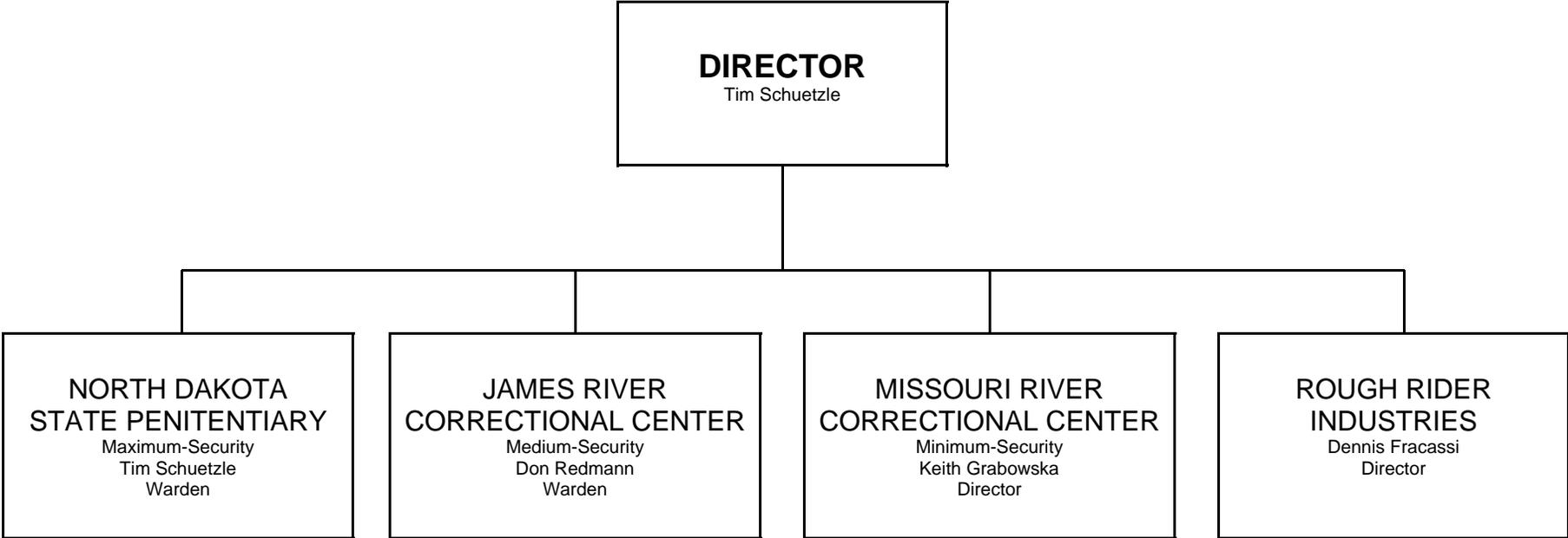
- Implemented juvenile risk assessment system Compas and developed interface to submit data between youth iTag and Compas.
- Developed Mobile Offender Management System (MOMS) to support ND Field Service Virtual Office initiative.

SUMMARY

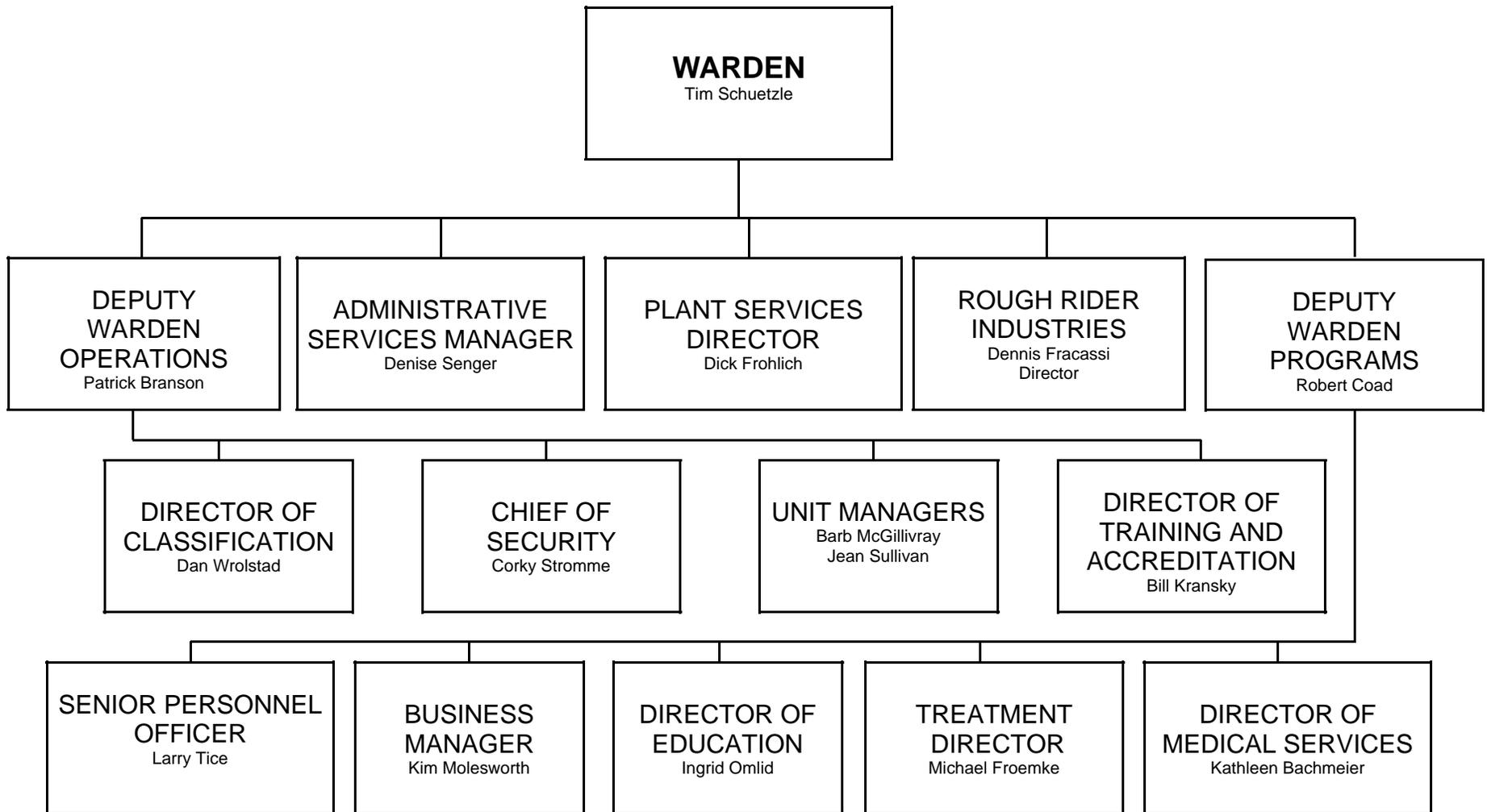
In summary the agency continues to use technology to its fullest potential and to derive as much value from its technological efforts as possible. The costs of these advancements continue to be very economical since many of the DOCR systems were developed by agency I.T. staff. These monumental tasks were successfully accomplished through the extreme efforts of select agency staff from all divisions and directors. These accomplishments provide the vehicle for state and federal law enforcement agencies to have immediate access to information. This access to DOCR information will insure greater protection to the public at large and facilitate greater cooperation and integration with other state and federal entities as appropriate.

**PRISONS
DIVISION**

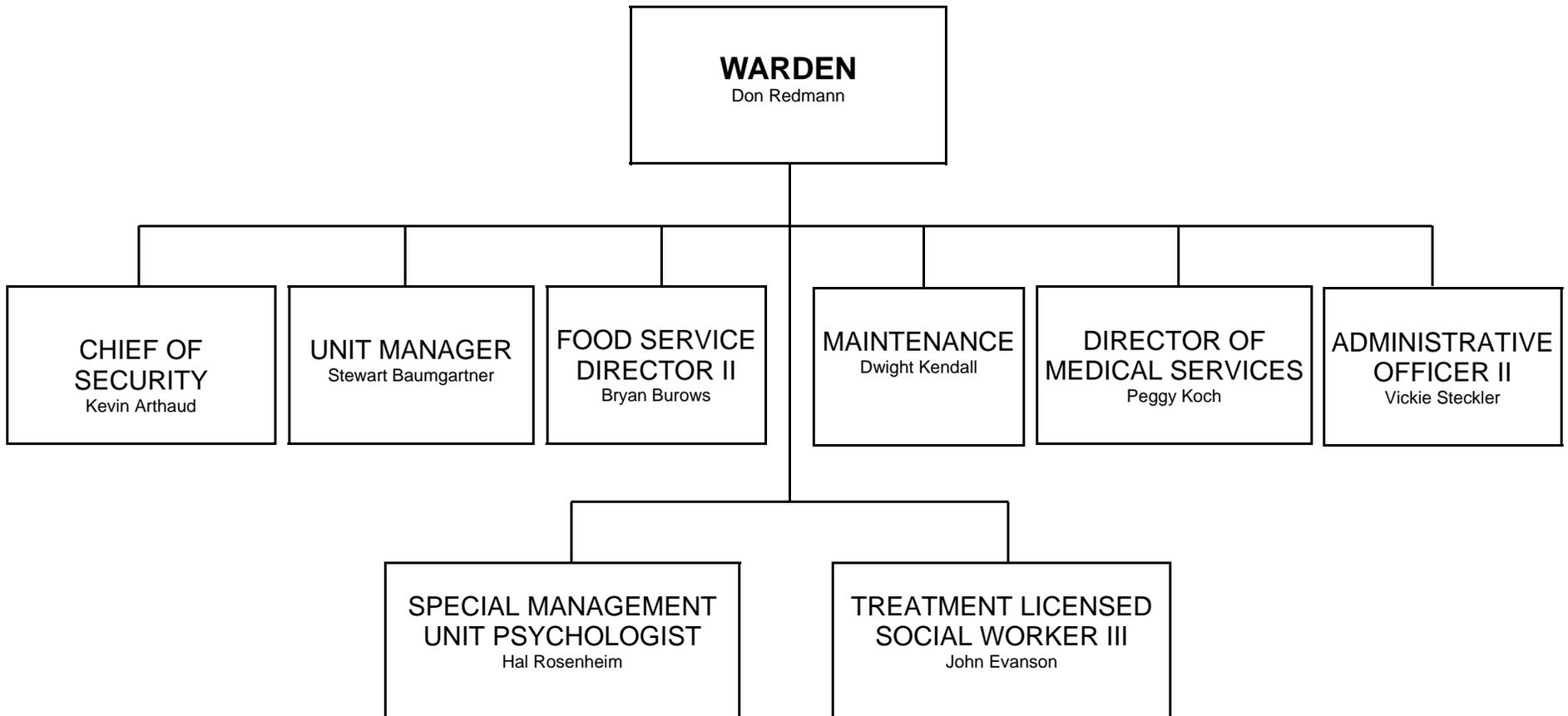
DOCR PRISONS DIVISION



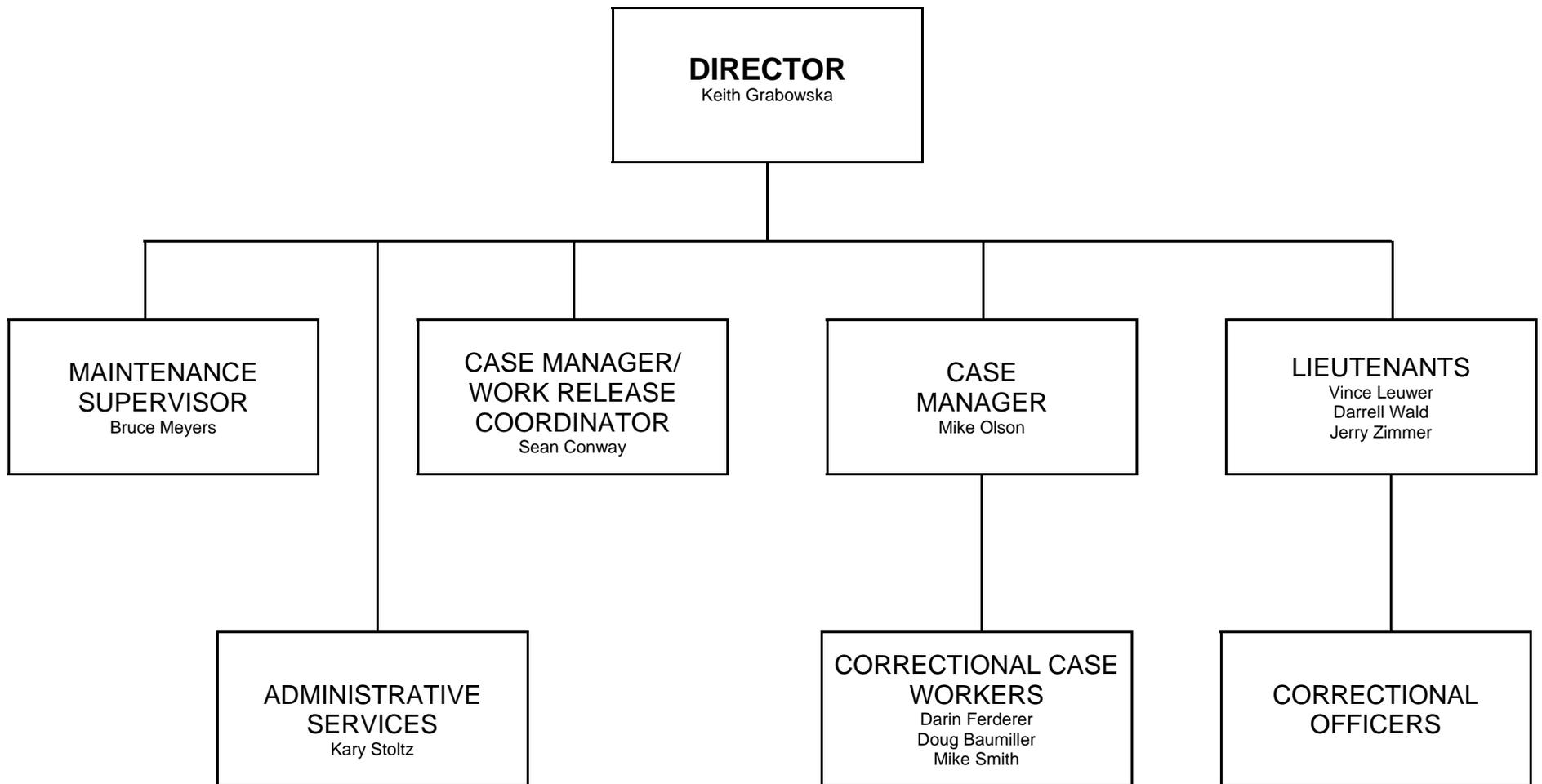
NORTH DAKOTA STATE PENITENTIARY



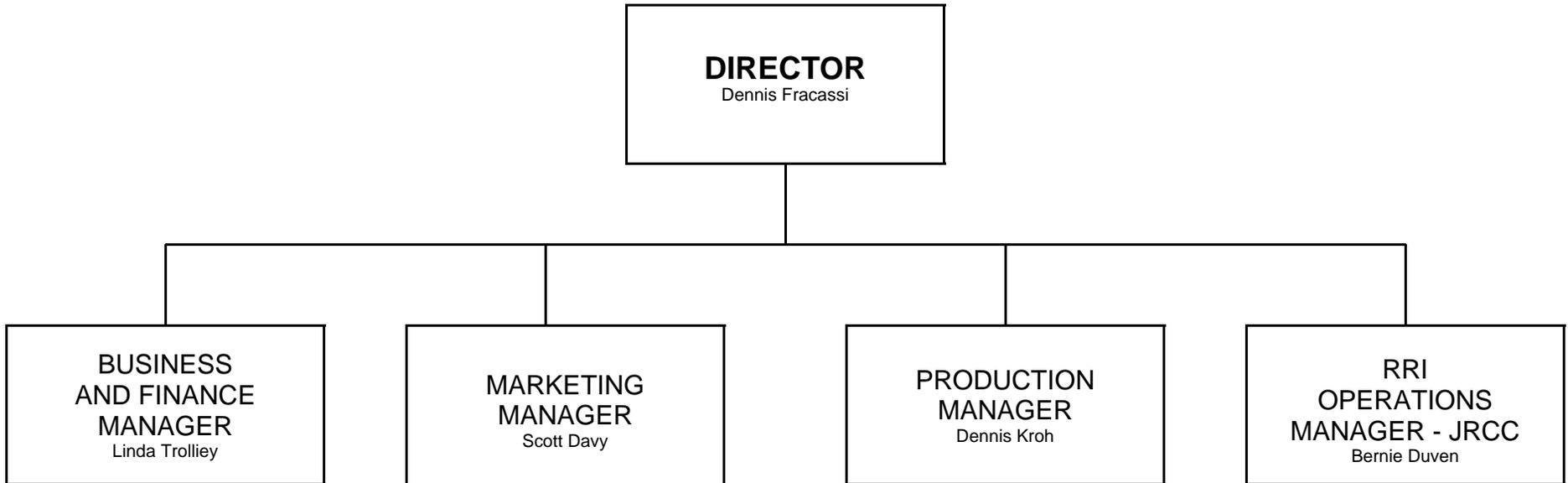
JAMES RIVER CORRECTIONAL CENTER



MISSOURI RIVER CORRECTIONAL CENTER



ROUGH RIDER INDUSTRIES



North Dakota Department of Corrections and Rehabilitation
DOCR PRISONS DIVISION REPORT

Tim Schuetzle, Director

Summary of Prisons Division Accomplishments

The 2001-2003 biennium was marked with continued inmate population growth. The inmate population increased 9.5% during the biennium, and reached an all-time high of 1197 inmates on 6/27/03. In response to the need for additional bed space, in October of 2002 the Department of Corrections and Rehabilitation opened the Bismarck Transition Center. The additional 50 beds helped alleviate some of the overcrowding, but by the last quarter of the biennium approximately 100 inmates had to be housed in double cells in the State Penitentiary's South Unit and Orientation Unit. Because the Prisons Division did not have enough beds within the 3 prisons to house all of the inmates sentenced, contracts were established with county jails, halfway houses, programs operated by the Field Services Division, and a private prison in Appleton, Minnesota to house the surplus inmates. At the start of the biennium, 128 inmates were housed outside the prisons, and at the end of the biennium, 133 inmates were placed in these facilities.

For the 3rd biennium in a row, drug offenders were the fastest growing segment of the population. Once again, the increasing use and manufacture of

methamphetamine by state residents spurred this increase. There were 80 more admissions for drug offenses, and 78 more admissions for violent offenses than during the 1999-01 biennium. In 2001, drug crimes surpassed property crimes as the largest category of offenders incarcerated in the system. In an effort to meet the rehabilitation needs of these drug offenders, the division changed its addiction treatment modality to a cognitive based approach, which research has shown to be more effective with the predominantly anti-social clients received in prison. Overall, the types of rehabilitation programs offered are hitting the target, as the recidivism rate for the first year of the biennium was 22.6%. This means that approximately 4 out of 5 inmates released during 1999-2001 had not come back to prison by the end of calendar year 2001.

Demographically, the inmate population is more diverse. Caucasians were again the largest segment with 73% of the total, followed by 19% Native American, 4% Hispanic, and 4% Black. The average age of the inmates was 33 years, continuing the increase seen in the number of elderly inmates entering the system. Following the national trends, the yearly average population count of female inmates increased to 117 in FY01, and 112 for FY02, and now represents 8.6% of the total population.

During the biennium, the staff at the Prisons

Division met the physical, security, and safety needs of an inmate population that was larger than anticipated. The total budget for the biennium was \$50,270,493. The Prisons Division operated throughout the biennium within this budget, despite the needs of the larger inmate population. Because the Bismarck Transition Center did not open as soon as expected, and because excess inmates were kept in double cells, about 2% in unspent appropriation was returned.

The Prisons Division consists of the North Dakota State Penitentiary, the James River Correctional Center, the Missouri River Correctional Center, and Rough Rider Industries. At the end of the biennium, this division of the Department of Corrections and Rehabilitation employed 402 people, with 252 as Correctional Officers. Starting pay for Correctional Officers at the beginning of the biennium was \$1600/month, moving to \$1900/month after 1 year's experience and completion of an apprenticeship program. The second year of the biennium saw this starting wage increase by \$56.00, however, this is between two to four hundred dollars less than county jails are offering to entry-level correctional officers. Most Prisons Division correctional officers have at least a two-year college degree, but due to an inability to attract applicants, exceptions were made to the minimum qualifications so that people could be found to fill open positions.

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Tim Schuetzle, Director

**North Dakota State
Penitentiary
Warden Tim Schuetzle**

The State Penitentiary continued to meet its mission of protecting the public, maintaining a safe environment for staff and inmates, and rehabilitating offenders. The institution can provide 523 single cell spaces and 27 temporary cell spaces, but for much of the biennium has had about 100 inmates sharing a cell with two beds. NDSP and MRCC are nationally accredited facilities, having met the standards for quality prison operations set by the American Correctional Association.

The State Penitentiary continues to have an impressive safety record. There were no escapes from the State Penitentiary, no suicides, and no unnatural inmate deaths. One long-term inmate passed away from natural causes in February of 2002, after serving 36 years for a murder. Two serious assaults of staff members by inmates required staff to seek medical attention.

On August 25, 2001, an inmate disturbance in the recreation yard resulted in locking down the prison for 24 hours. The disturbance was caused by a racial problem between some Native American inmates and a small group of white supremacists. Eight inmates were involved,

and all were placed into administrative segregation. There were no serious or significant injuries during the disturbance.

NDSP and MRCC conducted an emergency response drill, in cooperation with the Bismarck Rural Fire Department and the Burleigh County Sheriff's Department. The scenario was that there was a fire in the north woods of the MRCC, and the MRCC inmates had to be evacuated to the Penitentiary gymnasium. The evacuation only took 40 minutes to accomplish.

**James River
Correctional Center
Warden Don Redmann**

The James River Correctional Center continued to improve its operations during this biennium, and continued its mission by protecting the public and providing inmates with the opportunities for change and successful reintegration into the community. There were no escapes from custody. An inmate committed suicide in February of 2003. Investigations completed by authorities from inside the Prisons Division and the Bureau of Criminal Investigation (BCI) revealed that the employees of the Prisons Division acted according to policy before, during, and after the event.

In February of 2002, the Warden's Office,

Business Office, and Administrative Services staff relocated to the second floor of Building 8, which is adjacent to the facility. This was needed due to the increasing need for program space inside the secure perimeter.

In November of 2002, authorization was given to hire clinical and custody staff to open a specialized unit for inmates with serious mental illness and special needs. This unit has proved to be a big success by providing over 60 hours per week of clinical services to inmates in the program, and to date, has served over 50 inmates.

An area was remodeled next to the infirmary to create a pharmacy in December 2002. A contract was signed with the North Dakota State Hospital to provide a pharmacist for 40 hours per week, enabling the JRCC to provide a better standard of care by filling prescriptions faster and avoiding the cost of shipping them from the State Penitentiary.

The 2003 Legislative Assembly approved the JRCC Phase II Plan that involved the transfer of the general kitchen, laundry, dining room, offices, day care building and old plumbing shop from the North Dakota State Hospital to the Prisons Division. Five maintenance and four laundry staff transferred with the buildings. The Prisons Division terminated the contract it had with Aramark for food service to the JRCC and

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DOCR PRISONS DIVISION REPORT
Tim Schuetzle, Director

14 positions were authorized to the food service operation. The JRCC began providing meals for the Prison and the State Hospital on July 1, 2003. This addition nearly doubled the square footage of the JRCC to 358,000 square feet and helped meet the critical need for dining and program space.

In May of 2003, Energy Services Group completed an energy study, and as a result of that study, upgrades to several components of the physical plant are planned and the energy savings will be used to pay the cost of the upgrades over time. This project is scheduled to start in February of 2004. The condition of the main housing unit, built in 1936, is a major concern and will require significant repairs to the windows on the first four floors and the brick fascia to avoid more costly damage and repair costs in the future.

**Missouri River
Correctional Center
Director Keith Grabowska**

The Missouri River Correctional Center is celebrating its 60th Anniversary this year. Staff has put together a historical summary of the facility, dating back to its origins as the North Dakota State Prison Farm.

The MRCC, which maintains a steady

population of 136 male and 14 female inmates, has experienced a number of changes this biennium. Since more low custody inmates were being placed into halfway houses and the Bismarck Transition Center, it meant the MRCC accepted higher custody inmates than were living at the facility in prior years. The staff handled the change by increasing basic security procedures such as formal and informal counts, increased property and body searches, and greater use of urinalysis and breathalyzer tests.

Many inmates remain at MRCC for a short period of time, then are transferred to staff-referred treatment or housing centers.

In-house programming consists of Adult Basic Education and tutoring, auto mechanics, computer skills, and carpentry vocational classes, Rough Rider Industries, day and intensive outpatient chemical addiction treatment, anger management and cognitive restructuring. Community volunteers have responded to the need for A. A. and N.A. programming and fill this critical void.

The MRCC maintains its "Pheasant Project", restoring native birds to the area habitat, and a "Tree Project" has been undertaken to assist in bank stabilization. MRCC inmates continue to participate in the "Christmas Playpen" program, providing Christmas presents for underprivileged children.

Changes for the next biennium include the "Run Day" initiative. This program is being re-instituted from years ago, and rewards inmates with an additional one day of good time per month for each month in which no inmate walks away from the MRCC. Sanctions for contraband relating to tobacco products will be changed, moving this from a serious offense to a minor offense with serious sanctions. This will save administrative time for the Disciplinary Committee and make scheduling of disciplinary detention more fluid. The MRCC is awaiting a new inmate phone monitoring system, which will assist in tracking calls and the ability to block numbers from the facility.

**Trends Identified During the
Biennium and Future Needs**

Technology and Electronic Files

The Prisons Division made great strides in joining the computer age these past two years. Computers were added to all of the housing units, giving caseworkers and officers' access to the iTag inmate information system. This enabled staff to add case notes, schedule inmate programs, and track housing moves and disciplinary reports all on iTag. It appears that the goal of a paperless case management file will be reached, and all

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Tim Schuetzle, Director

this information will be online early in the 2003-2005 biennium. The security screening process for entry into the penitentiary was revamped, adding a more sensitive metal detector, an x-ray machine to screen all parcels entering the prison, and an "Ion Scan" machine, which detects traces of illegal drugs and gunpowder on visitors' person and clothing.

Staff Recruitment, Morale, and Attrition

A negative trend over the biennium was the increasing inability to attract and retain correctional officers, counselors, secretaries, and nurses. Morale is suffering due to the low salary levels that the Prisons Division can afford to offer compared to county correctional facilities, and even other state agencies. The attrition problem grew steadily worse as the biennium progressed, and was felt more in Jamestown than Bismarck. In the last 6 months of the biennium, eight new correctional officers were hired in Jamestown, and all eight of them have resigned. Ten of the eighteen new officers hired in Bismarck have also resigned. The turnover rate for staff that had at least one year of experience was at 12.5%. The state must address these salary inequities during the next legislative session to retain trained officers and continue to provide public safety.

Need for More Prison Cells

The inmate population growth in North Dakota continued for the 6th consecutive biennium, and North Dakota was one of the top 5 states for percentage of prisoner growth in the nation. There were no new prison beds added from construction or renovation during the biennium, but 94 more male beds will be available in the 2003-05 biennium due to the contract with county jails to house all the female prisoners sentenced to the DOCR. As identified in the SRT report, more secure prison cells will be needed in the future especially should the rate of increase continue as it has the past 12 years.

Need for More Programming Space

The Prisons Division not only needs more cell space for the inmates, but for programming as well. Much needed space at the JRCC was gained when the 2003 Legislature approved the Phase II plan to take over the Laundry, Food Service, Dining Hall, and the "Daycare" Building from the State Hospital. This extra space means that the Prisons Division staff and inmates are preparing the meals for both the JRCC and the State Hospital. Inmates are fed in a large dining hall rather than on the housing floors, and extra inmate work opportunities became available in the laundry and kitchen. The buildings offer room for treatment groups, education classrooms, a contact

visiting room for inmates and their families, and a staff training area and administrative offices for the JRCC administration. However, the struggle for a new kitchen, programming and recreation space at the MRCC continues. The Food Service Program building that has been requested since 1994 was again not funded by the 2003 Legislature.

Continuing Influx of Mentally Ill Prisoners

The number of mentally ill inmates entering the system also keeps rising. It has been determined that over 30% of the inmates have an Axis 1 mental health diagnosis, and are prescribed some type of psychotropic drugs. Many of these mental illnesses are the result of years of methamphetamine abuse. The November 2002 addition of the Mental Health Unit at the JRCC, re-named the Special Assistance Unit (SAU), has greatly helped prison staff care for those mentally ill inmates that are in crisis.

Methamphetamine and Its Impact on Medical Expenses

Rising medical expenses continued during the 2001-03 biennium and inmate medical care will continue to be a future concern. As a result of the increase in intravenous drug use of methamphetamine in the state, a dramatic increase is seen in the number

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of inmates entering the facility with blood borne diseases like Hepatitis B, C and AIDS. The Prisons Division received funding from the 2003 Legislature to immunize the entire prison population for Hepatitis B and Hepatitis A. Funds were also provided to screen all new arrivals for Hepatitis C. While these moves are beneficial from a public health standpoint, it will also mean that the prison will likely incur greater expenses when more inmates that are identified as having these blood borne diseases will require treatment for those illnesses. Another interesting trend over the past biennium has been the rise in the need for dental care. Methamphetamine use stops the production of saliva, which leads to oral hygiene problems. The contracted dental hours were doubled this biennium to keep up with the dental needs of the inmates. With the aging population, and more people with long-term illnesses, a physical expansion to the penitentiary infirmary will need to become a priority in coming years.

Physical Plant Needs

The Legislative Council contracted with Security Response Technologies (SRT), a corrections consulting firm, to conduct a comprehensive analysis of the DOCR Prisons Division operations and needs. The SRT study recommends that the state address construction of a replacement housing area for the East Cell House. That

building is receiving structural damage to the parapets and no longer meets the natural light standards. Plans are for a 240 bed cell house which could replace the 157 beds lost by demolition of the 1910 building, and would also provide secure space for segregation and detention cells. The study report also recommends the construction of the Food Service/Program space at the MRCC, and that we must invest 14 to 21 million dollars in facility maintenance over the next ten years if we are to keep our prisons physically secure and structurally sound.

Other significant occurrences during the biennium included:

- 7/01 A violent windstorm knocked down approximately 150 large cottonwood trees on the grounds of the MRCC, causing damage to the dormitory and kitchen. Prisons Division staff received 3% raises.
- 8/01 Prisons Division staff were vaccinated for Hepatitis B.
- 9/01 The State Penitentiary received their 4th re-accreditation from the American Correctional Association. Work began on the planning process for the Bismarck Transition Center.
- 10/01 The Interim Legislative Corrections Committee awarded a \$200,000

contract to Security Response Technologies Inc. (SRT) to complete a study of primarily the North Dakota Department of Corrections, Prisons Division.

- 11/01 The Automotive Technology vocational program at the MRCC was awarded the North Dakota 2001 Automotive Award of Excellence. Prisons Division began charging inmates a \$20 co-payment for oral surgeries.
- 12/01 The Interim Legislative Committee and employees of SRT toured all three prisons, and began work on the Corrections Study. Female inmates at the JRCC donated 64 homemade quilts and 200 Christmas stockings to the Jamestown Hospital, and the Anne Carlson School.
- 1/02 Division Case Managers began entering case notes "electronically" into the iTag inmate information system, rather than utilizing paper files.
- 2/02 The JRCC had no available cells for the female inmates, and we began adding bunk beds to the 6 person dorm rooms, making each dorm capacity 12 inmates. The State Penitentiary hosted a tour and

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- program for 98 North Dakota High School Students participating in the "Close Up" program.
- 3/02 The inmate count reached an all time high of 1187 inmates. On March 14, every inmate in the system was drug-tested. There were only 5 positive tests out of over 980 tests given. The iTag inmate information system went on line with case planning and sentencing reports. Inmate Dean Brooks physically assaulted and injured a male correctional officer while he was performing his duties in the East Unit. The officer required medical attention, and Brooks was charged and found guilty of assaulting a peace officer.
- 6/02 SRT completed their study of the Department of Corrections, and presented its report to the Interim Legislative Corrections Committee. Highlights included their recommendation that the state should construct a new Women's Prison, build a replacement for the East Cell House, and that the Prisons Division is understaffed, and needs to add 51.2 more full time employees. Staff began preparing the 2003-2005-budget request based on these recommendations.
- 7/02 The female prisoner count reached an all time high of 131 inmates. A male inmate physically assaulted a female officer at the State Penitentiary gymnasium. The inmate struck the officer in the face, rendering the officer unconscious, but other inmates intervened on the officer's behalf to prevent further injuries.
- 8/02 A PhD candidate from the University of North Dakota began a long-range study on the effectiveness of the cognitive restructuring programs at NDSP and JRCC.
- 9/02 The Penitentiary began cognitive restructuring and anger management classes in the Administrative Segregation unit.
- 10/02 The Bismarck Transition Center opened, and the State Penitentiary began preparing the meals for the first 6 weeks of the operation while waiting for the kitchen to be completed. A National Institute of Corrections consultant was on site to evaluate the Sex Offender Treatment program at the State Penitentiary. The consultant recommended that the number of counselors needed to increase from 2 to 6 to adequately meet the need. The Prisons Division
- received 100% of the requested funds from the Byrnes Grant to expand the Cognitive Restructuring program.
- 11/02 The Special Assistance Unit opened on the grounds of the James River Correctional Center. Prison security staff, working in conjunction with the Bureau of Criminal Investigation, discovered plans that a prison officer was going to smuggle drugs and tobacco into the penitentiary for sale to an inmate. The officer was arrested in the act, terminated from employment, and formally charged with the crime.
- 12/02 The State Penitentiary employees formed an Employee Club. Bismarck Diocese Bishop Paul Zipfel held Christmas Mass at the penitentiary.
- 1/03 The Prisons Division Director testified before the 2003 Legislature on the budget request for the Prisons Division, including plans for a new Women's Unit in the LaHaug Building on the State Hospital grounds, Phase II construction plans for the JRCC, and salary increases for the security staff. All prisoners in the system were tested for tuberculosis.

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- 2/03 Five Prisons Division employees were called into active duty to fight in the Iraq war. The education department held its first annual Mock Job Fair. Twenty community business owners volunteered their time to hold mock job interviews with inmate applicants, critiquing them on their interview skills and resumes.
- 3/03 Three JRCC female inmates filed a lawsuit, asking for an injunction prohibiting the state from moving the female prisoners to county jails
- 4/03 The Legislature adjourned, approving an appropriation for the 2003-2005 biennium for the Prisons Division of \$60,394,466. The Legislature approved the Prisons Division to take over the State Hospital buildings identified in the Phase II project, and to begin preparing meals for the State Hospital. The Legislature decided against a new women's prison, opting instead for a plan where all female inmates would be housed in county jails during 2003-05 biennium. The Prisons Division was granted two full time employees to assist with transporting women to the county jails.
- 5/03 A decision was made to eliminate the annual Pow Wow, Carnival, and the 4 open houses after it became impossible to stop all the contraband that was being smuggled into the facility during these special events. A Burlington Northern coal train derailed on the tracks about 75 yards south of the Penitentiary, but there was no damage to the prison, or injuries to staff or inmates.
- 6/03 The inmate count reached an all-time high of 1197 on June 27, 2003. The only escape from the three prisons during the biennium came on June 8, when inmate Kary Kling walked away from the MRCC at approximately 3:30 p.m. He was apprehended in New Town the following day, and returned to the State Penitentiary.
- Training located in Fargo, and Dakota Outerwear of Minot. With over 50 inmates working at this facility, it has become the fastest growing industry. With many private sector sewing operations moving offshore, this has become an ideal industry to put inmates to work in an area that does not directly compete with other North Dakota businesses.
- The traditional industries located at the State Penitentiary in Bismarck consists of sign, metal, license plates, furniture, and upholstery operations. About 100 inmates are employed on a regular basis at these facilities. The Missouri River Correctional Center in southwest Bismarck added a small welding shop that employs about 8 inmates who make cattle panels for SturD Mfg. of Carson. Over 20,000 inmate man-hours of summer employment were logged in RRI alfalfa fields at the MRCC.
- RRI plays an important role in the safety and security of the prisons and helps in the rehabilitation process by teaching inmates job skills and work ethics that can be transferred to the private sector upon their release. Inmates who work at RRI are generally better behaved and take care of financial obligations such as fines, restitution, and child support. Additionally, 25% of all monies earned are set aside in a savings account for when they are released from prison.

Rough Rider Industries Director Dennis Fracassi

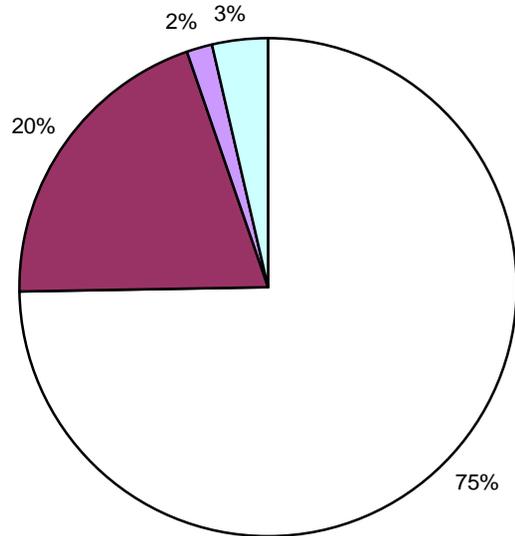
During the 2001 – 2003 biennium, Rough Rider Industries (RRI) continued to strengthen its working relationship with private sector companies. The cut & sew operation at the James River Correctional Center has been the most successful in attracting new private sector partners. Major customers are Global Electric Motorcars and Frappier Acceleration Sports

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- 08/01 Entered into agreement with State Surplus Property to warehouse and inventory all of the states' surplus office panels. When new panels are needed, RRI repaints and recovers the old ones enabling state agencies to realize substantial savings.
- 12/01 Began working for Midway Machining of Mandan to provide assembly and painting of cylinders used in trucks manufactured by Rugby Manufacturing.
- 01/02 Helped the City of Bismarck convert from rear-load to front-load garbage containers.
- 02/02 Met with a group of Agricultural Researchers and Marketers to explore opportunities for developing a test plot for high value crops on irrigated land at the MRCC.
- 03/02 Began sewing backpacks used for the firefighters of the U.S. Forest Service.
- 04/02 Working through Bismarck based House of Color, refurbished seating for the Kirkwood Mall of Bismarck.
- 07/02 Began sewing products for Thermo-Cool of Bismarck.
- 09/02 Hosted the U.S. Bureau of Justice who used Rough Rider Industries Jamestown facility to test new auditing protocol for national standards in developing prison industry certification compliance.
- 10/02 Hosted members of an Ontario prison who were interested in starting a new prison industry and wanted to review Rough Rider Industries' program. They were referred to Rough Rider Industries by the National Correctional Industries Association.
- 12/02 Began painting metal products for Precision Mfg. of Jamestown.
- 02/03 Provided Global Electric Motorcars with a new prototype car cover.
- 04/03 Began negotiations with SturD Mfg. of Carson to expand the metal program at the MRCC.
- 06/03 Completed the biennium with no serious work accidents to staff or inmates and no vehicle accidents.

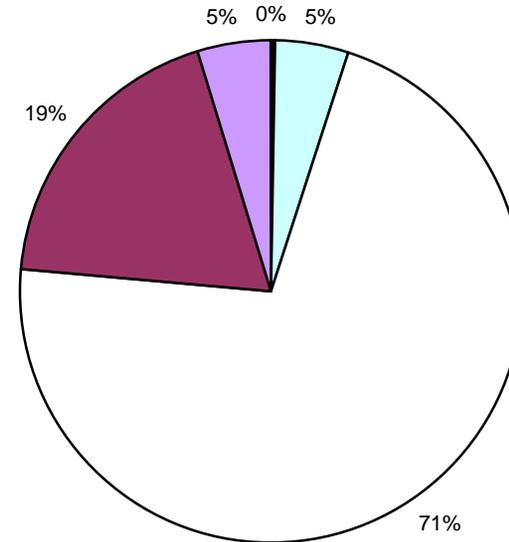
Offenders Received

FEMALES - TOTAL 229



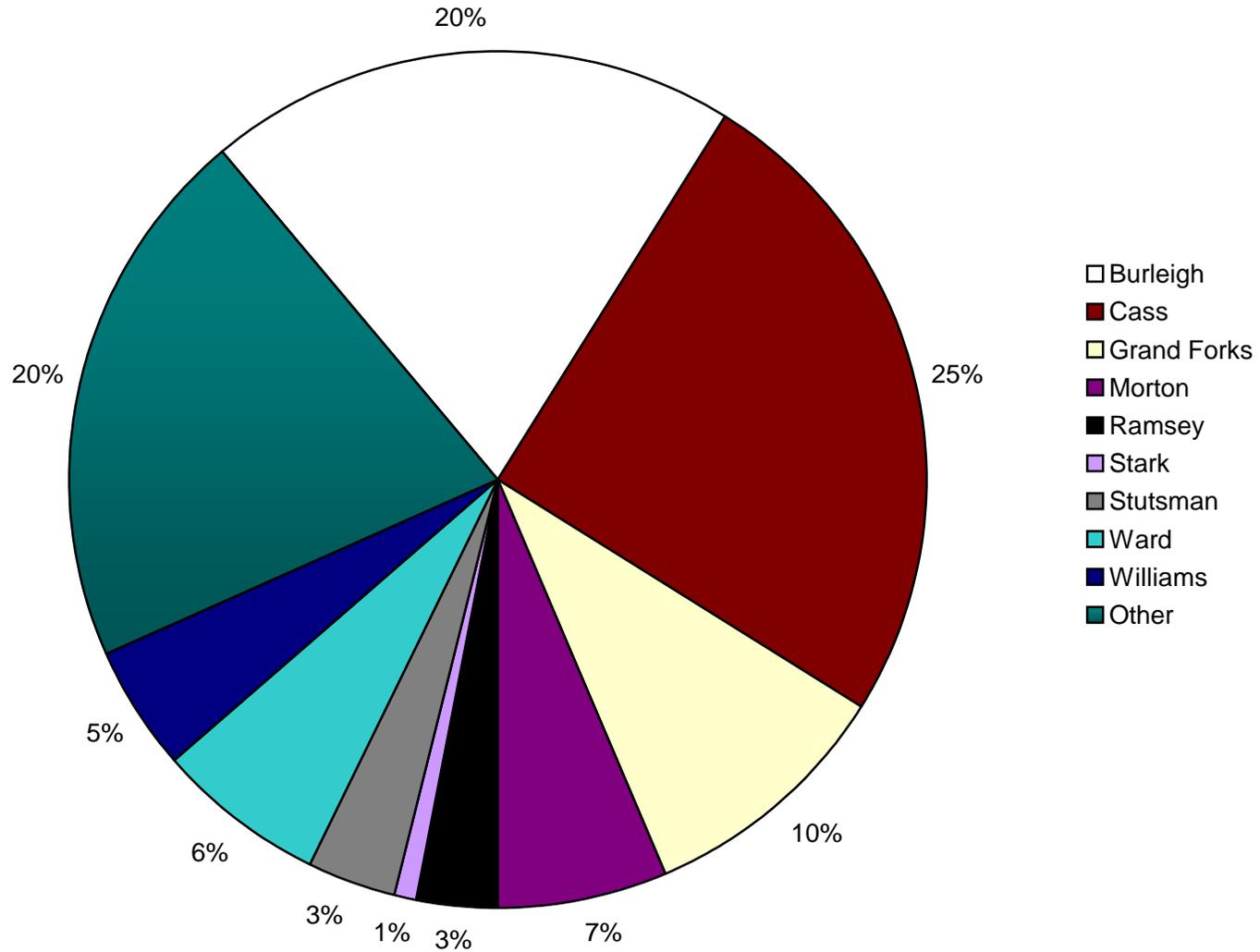
□ Caucasian ■ Native American ■ Hispanic ■ Black

MALES - TOTAL 1,484

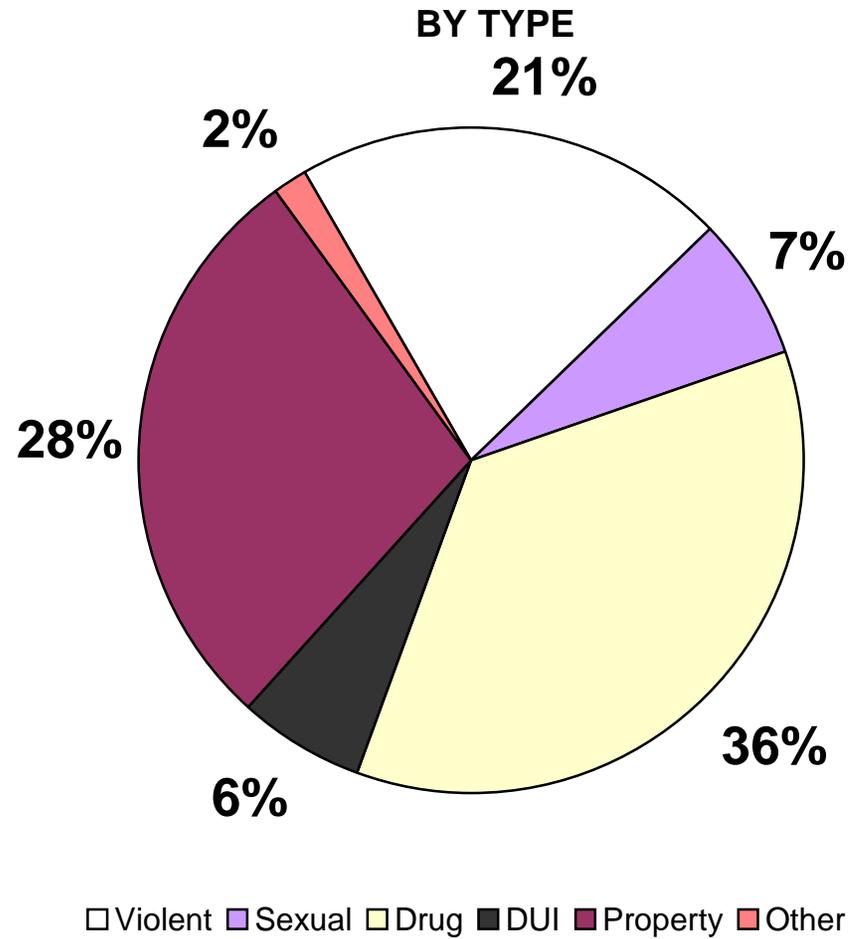


■ Asian ■ Black □ Caucasian ■ Native American ■ Hispanic

Commitments by County

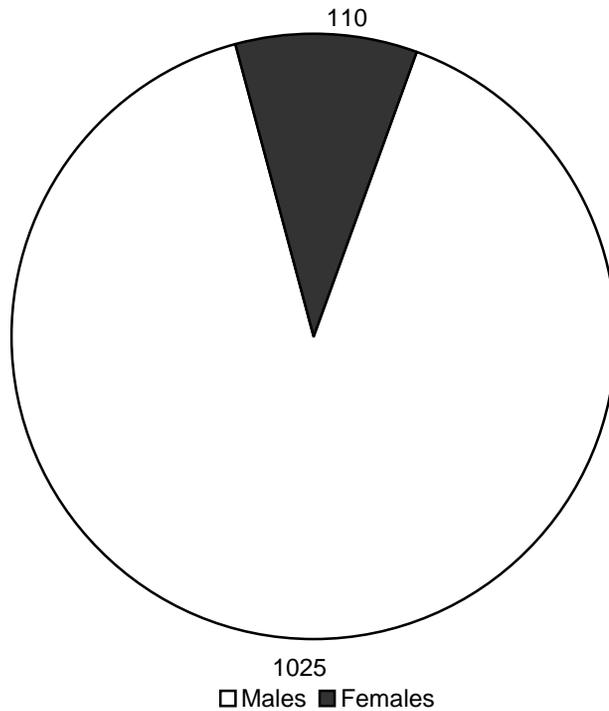


Offenses By Type

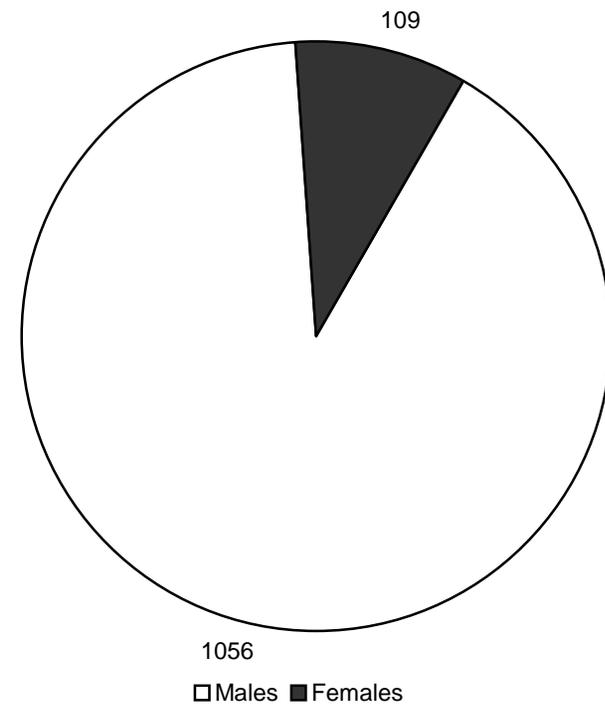


Average Daily Population

1st Year of Biennium 07/01/01-06/30/02



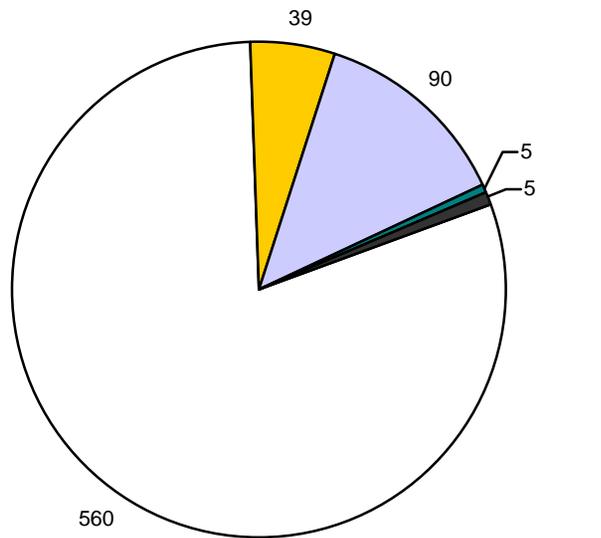
2nd Year of Biennium 07/01/02-06/30/03



Offender Admissions

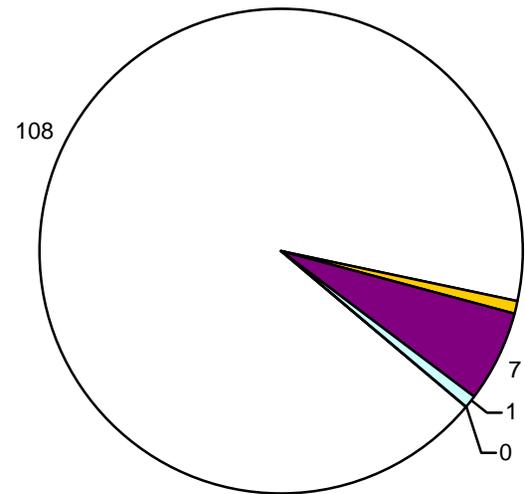
July 1, 2001 – June 30, 2002

MALES - TOTAL 669



Courts Parole Violators Probation Violators
 Federal Transfers Out of State Transf.

FEMALES - TOTAL 117

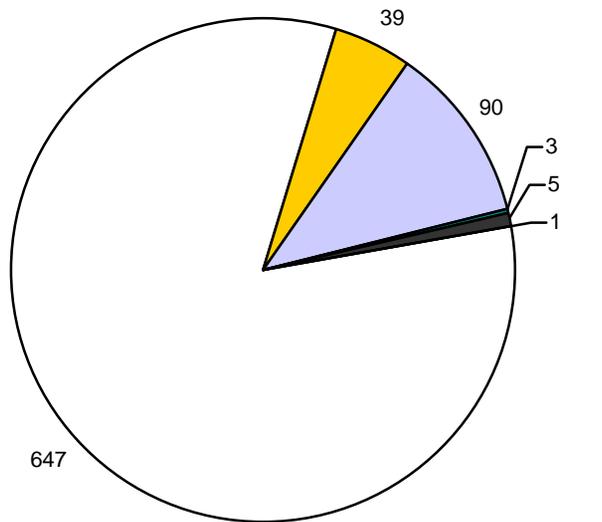


Courts Parole Violators Probation Violators
 Federal Transf. Out of State Transf.

Offender Admissions

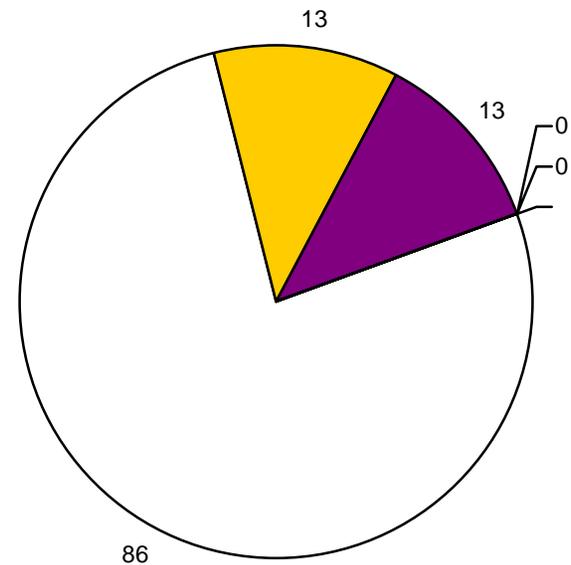
July 1, 2002 – June 30, 2003

MALES - TOTAL 785



Courts
 Parole Violators
 Probation Violators
 Federal Transfers
 Out of State Transf.
 Ret'd Appeal Bond

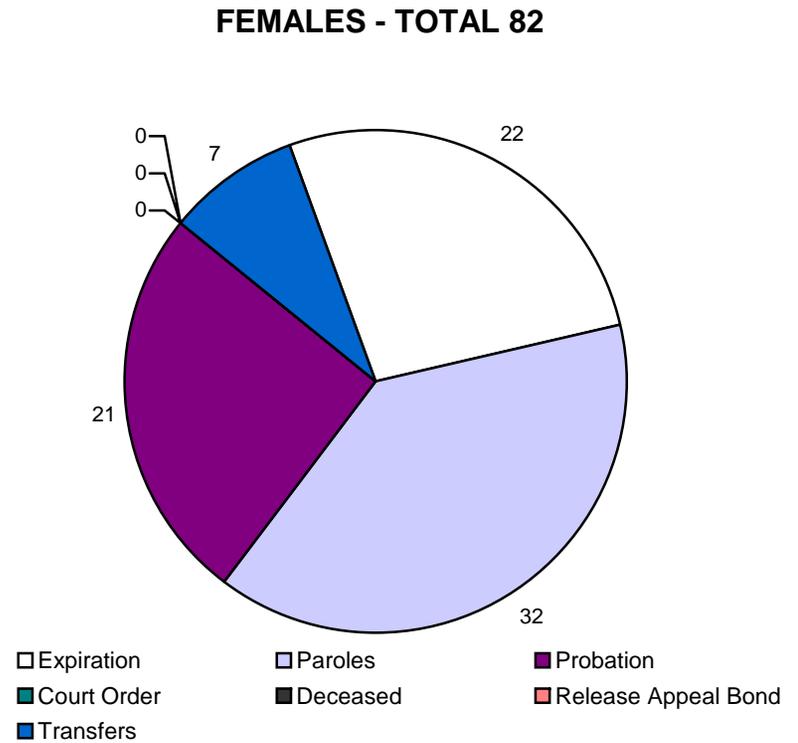
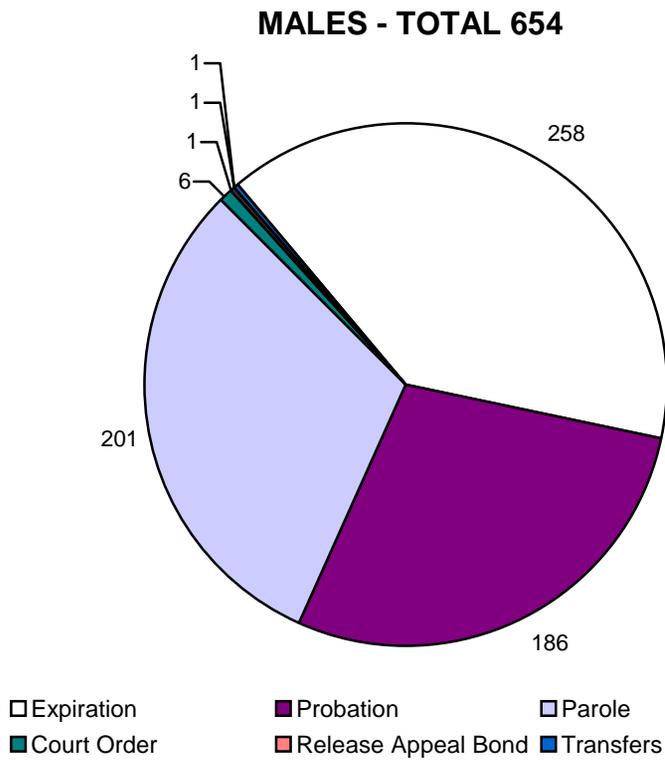
FEMALES - TOTAL 112



Courts
 Parole Violators
 Probation Violators
 Out of State Transf.
 Ret'd Appeal Bond

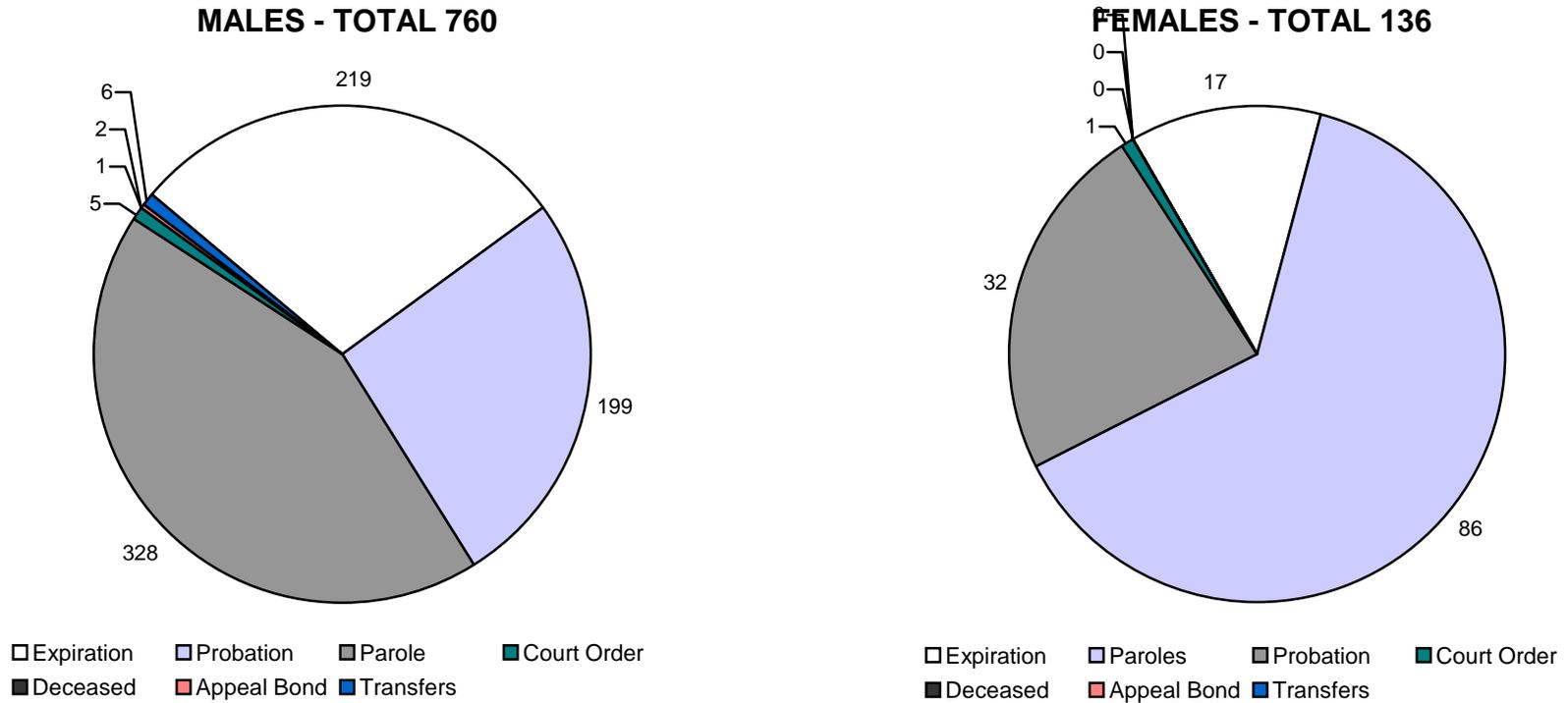
Offender Releases

July 1, 2001 – June 30, 2002



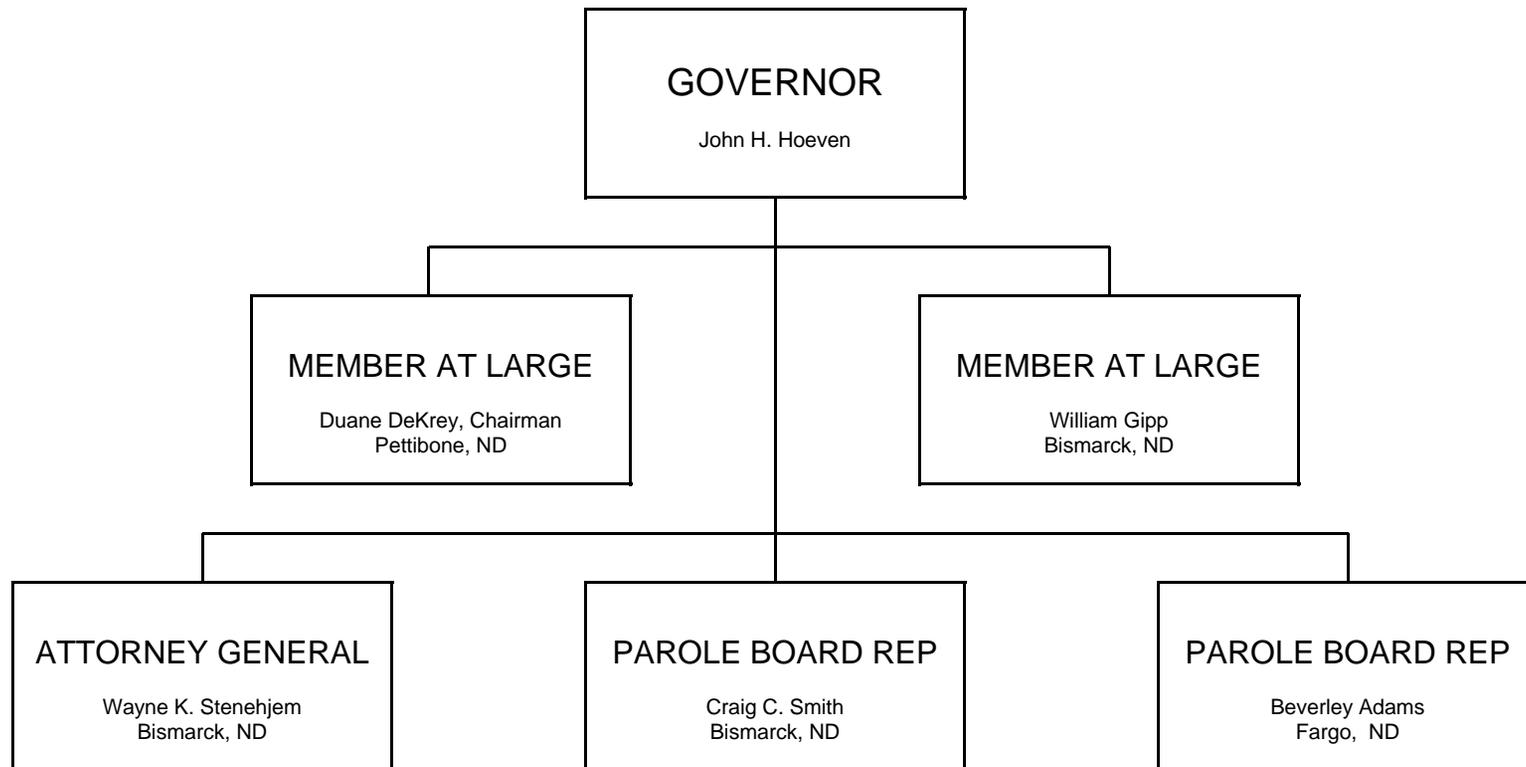
Offender Releases

July 1, 2002 – June 30, 2003

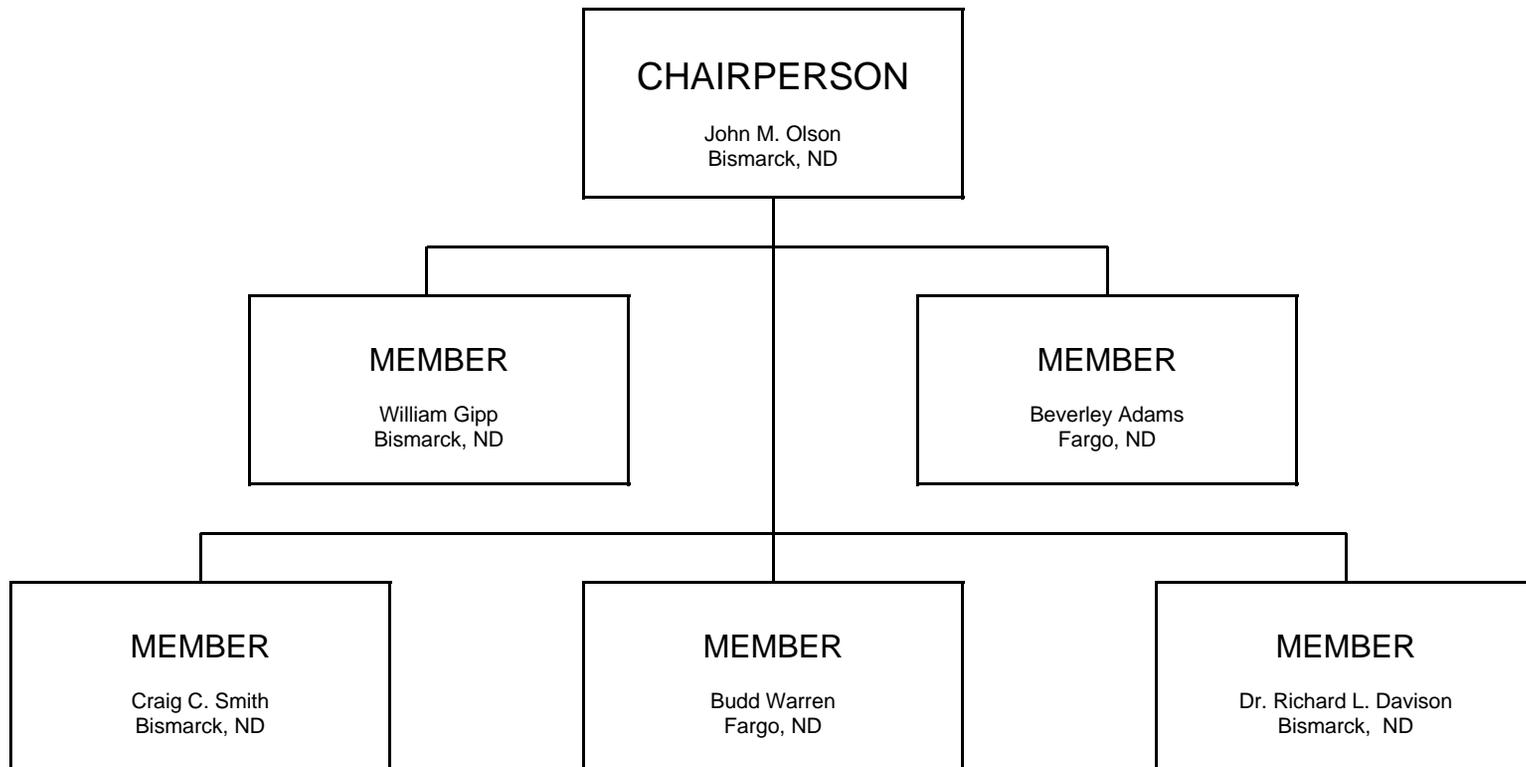


**FIELD SERVICES
DIVISION**

North Dakota Pardon Advisory Board

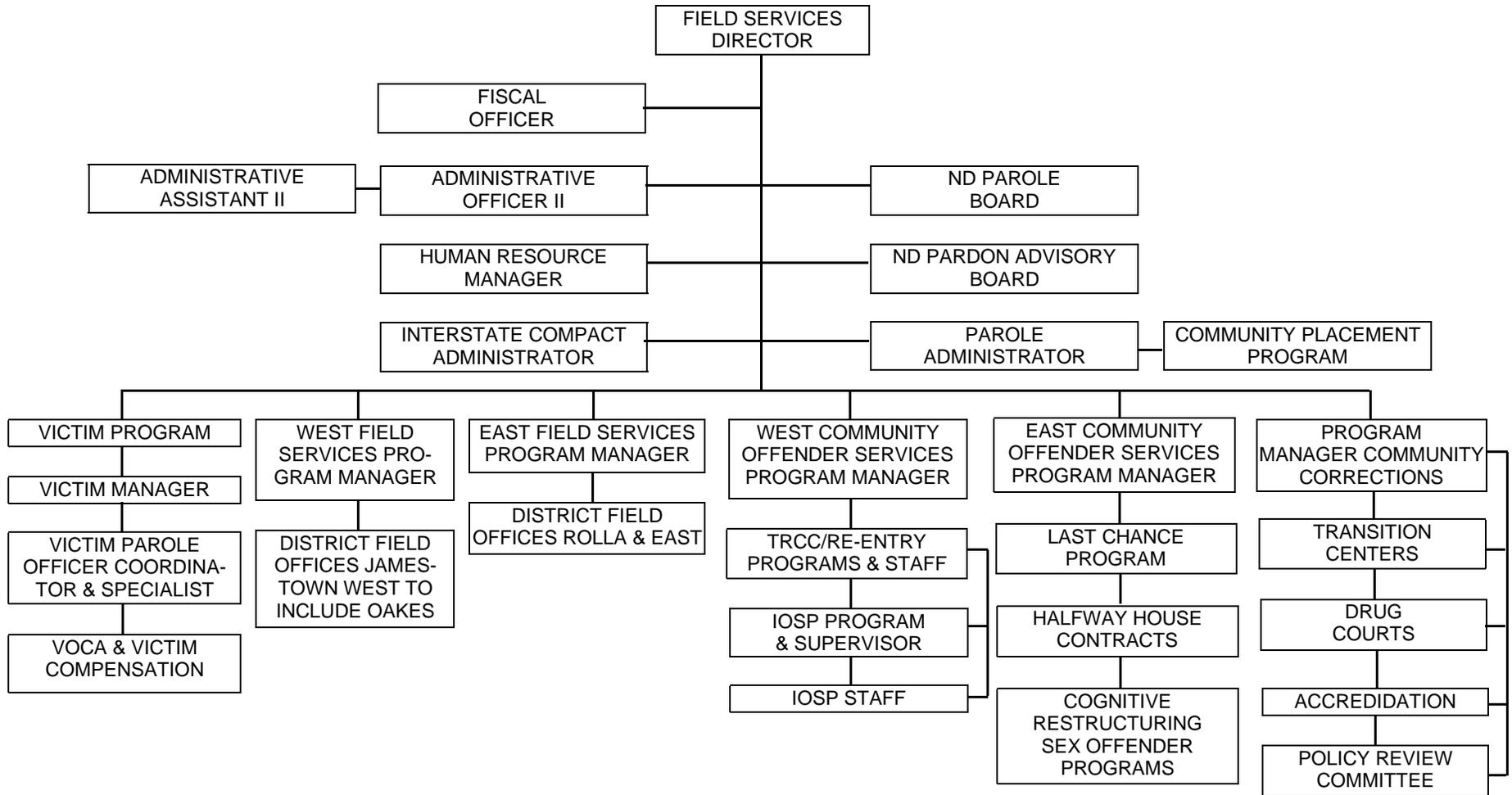


North Dakota Parole Board



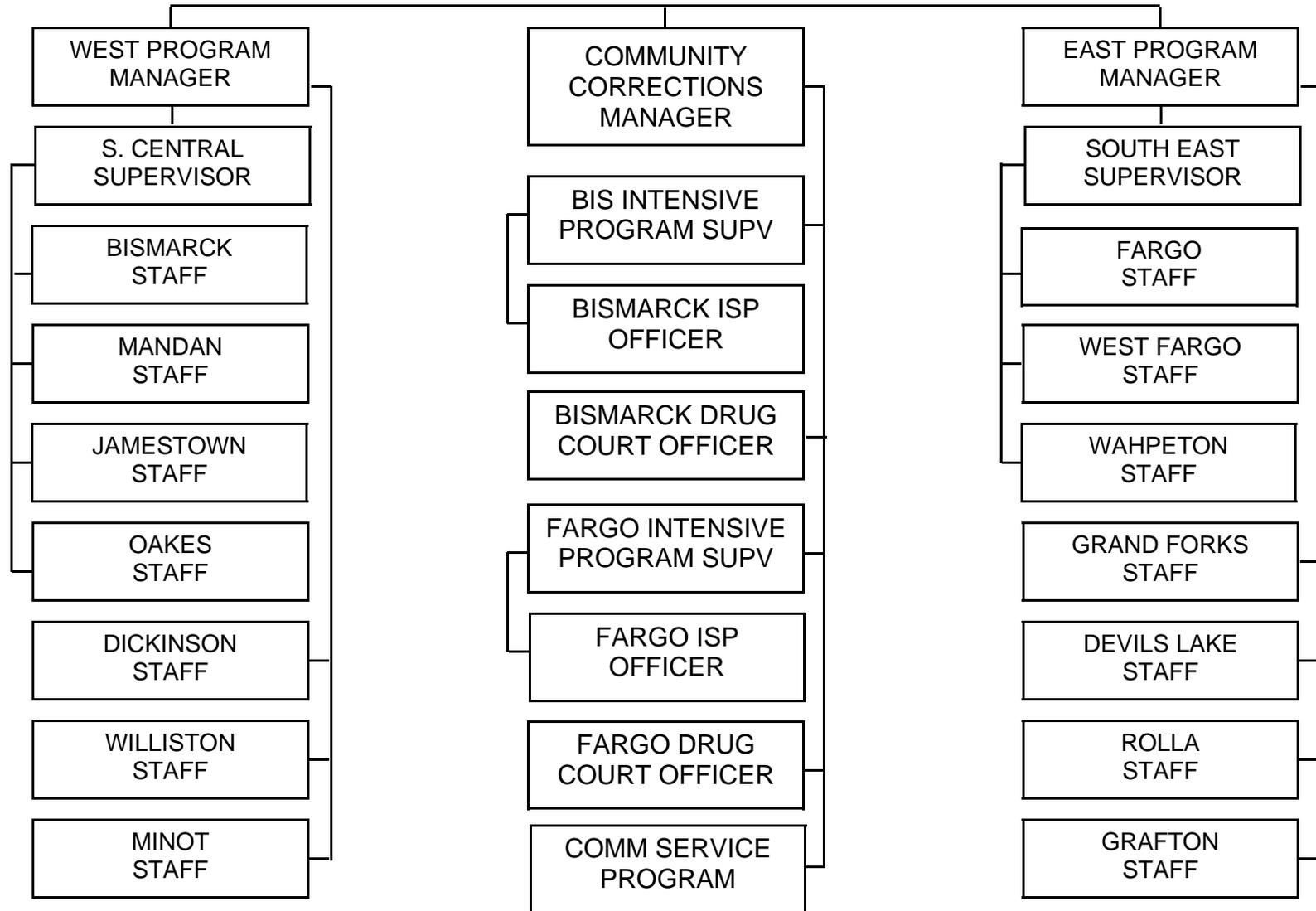
North Dakota Department of Corrections and Rehabilitation
DOCR FIELD SERVICES DIVISION REPORT
 Warren Emmer, Director

FIELD SERVICES DIVISION CENTRAL OFFICE



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Warren Emmer, Director

COMMUNITY OFFENDER SERVICES PROGRAM



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MISSION

The mission of the Field Services Division is to protect society by ensuring that the community-placed offenders are provided responsible supervision that requires them to be an active participant in their rehabilitation. The Division is further committed to the compensation and restoration of crime victims.

GENERAL OVERVIEW

The Field Services Division manages all adult community placed offenders for the Department of Corrections and Rehabilitation. This includes offenders serving their sentences on parole supervision, offenders on probation under the courts, interstate parole and probation cases, and community-placed inmates from the DOCR Prisons Division.

The Division demonstrates a responsible working relationship with the Prisons Division, the state judiciary, local and state law enforcement, the Parole and Pardon Advisory Boards, interstate compact authorities, human service agencies, and victims groups. A goal is to ensure the delivery of effective programs and provide viable correctional options for the criminal justice system through cooperation with stakeholders.

The Division's supervision of offenders requires proactive intervention and case management strategies. Alternative programs continue to serve as cost-effective measures to promote pro-social behavior while holding an offender accountable in their community. The Division responds to the continuing institutional needs of the incarcerated offender population by developing programs and coordinating services for inmates returning to their communities.

PROGRAMS

The Field Services Division continues to review and modify programs to improve community safety, prison over-crowding, and the offender's needs. The Division's strategy with community programs is to dedicate staff resources to the high-risk offender under supervision. Programs continue to develop under a community oriented policing strategy with parole and probation officers working in our communities. The biennium concluded with the Division and Parole Board committing to the DOCR embracing the NIC—Transition from Prison to Community Initiatives.

The Division is committed to affording the assigned offenders the opportunity to make positive changes in their behavior. Cognitive Restructuring Programming and life-skills training are two examples of programming designed to achieve this outcome.

An Intensive Supervision Program and comprehensive Day Reporting Program are designed to facilitate an effective intervention and the supervision of offenders representing the greatest risks and needs. Halfway Houses, the home confinement program, and curfews are among the intermediate sanctions used to verify compliance with supervision conditions. Electronic monitoring and on-site drug testing are tools utilized by officers to manage their offenders.

The Tompkins Rehabilitation and Corrections Unit (TRCU) and offender cognitive groups are examples of treatment services provided offenders. In 2001, the Corrections Rehabilitation and Recovery Program (CRRP) was introduced to improve the previous program design of the TRCU. The cooperation of the ND State Hospital at the end of the biennium has afforded additional opportunities to improve services.

The Division's programs serve as the DOCR's primary alternative to confinement within the Prisons Division. The goal of placement decisions made within the Division is to utilize the most secure prison space for offenders of most risk. Offenders of less risk are allowed to participate in the community programming. The intermediate measures and alternatives to incarceration programs provide viable cost-effective and

DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

immediate alternatives to incarceration for violators in the community. These timely and expedient community sanctions hold offenders accountable while reducing the impact on the Prisons Division by maintaining the offender in the community.

Intermediate measures and alternatives to incarceration programming most often include:

- Community Placement Program: Lower risk prison inmates are allowed to serve their sentences in the community, using any variety of placement options ranging from residential halfway houses to home confinement and day reporting.
- Jail/Parole Violators – Parole violators, determined inappropriate for the Tompkins Rehabilitation and Corrections Unit or other programming, are housed in local county jails.
- Three-Day Parole Hold: Jails are utilized as an intermediate measure for parole violators.
- DOCR Rooms: Hotel rooms are utilized for the use of homeless offenders as an intermediate measure for technical violations of supervision.
- House Arrest/Home Detention: Offenders' homes are utilized for their detention. This is managed by utilizing technology such as Electronic Monitoring System (EMS) and tracking systems.
- Intensive Supervision Program (ISP): The Intensive Supervision Program is a specialized case management strategy for a high-risk offender population in the community. A well-trained and experienced officer supervises a reduced caseload of 15 to 20 offenders under special conditions. These conditions include a curfew, electronic monitoring, night home visits, alcohol/drug testing. It requires 40 hours weekly of verifiable and approved constructive activities.
- Residential Halfway House: Halfway Houses are contracted facilities providing offenders with housing and program services. These facilities have 24-hour staffing and offer a variety of program services ranging from addiction treatment, domestic violence, and anger management programs, to living skills training.
- Day Reporting Program: Day Reporting is a structured program accounting for an offender's hourly activity each day. The program design is to have an offender report to a designated facility for up to 90 consecutive days. The supervising officer and the day report case manager authorize approved activities and routinely verify compliance. These approved activities verified by the case manager may include treatment and Alcoholics Anonymous (AA)/Narcotics Anonymous (NA) attendance, educational programming, community service, cognitive problem solving skills training, anger group, and job training or employment search.
- Tompkins Rehabilitation and Corrections Unit: The TRCU is a structured 100-day, in-patient alcohol and drug treatment program designed for first time violated probationers and parolees, first time confined inmates, and for offenders utilizing the intermediate measures program. Cognitive Restructuring is a major component of the program.
- Corrections Rehabilitation and Recovery Program: The CRRP is a 4-level, 100 day alcohol/drug treatment for high risk, male offenders. The program provides multiple services addressing several areas of risk by teaching offenders skills and affording them the opportunity to experience changing behavior. Cognitive Restructuring is a major component of this program.
- Cognitive Restructuring: Cognitive Restructuring is a correctional education strategy utilized by the Department of Corrections &

DOCR FIELD SERVICES DIVISION REPORT

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Rehabilitation to teach offenders to manage their own risk. The goal of the program is to teach offenders to recognize the thoughts, feelings, and beliefs that are underlying the risky behavior that in turn will allow the offenders to manage their own risk. The Division of Field Services operates 12 cognitive restructuring groups and exposes offenders to this strategy in the day-to-day interaction with offenders

The Division utilizes validated instruments to assist in managing offenders and related programming. Through the biennium, the Division has effectively applied the use of the Level of Service Inventory – Revised (LSI-R) assessment instrument. The LSI-R consists of ten categories (Criminal History, Financial, Education/ Employment, Family/Marital, Accommodation, Leisure/ Recreation, Companions, Alcohol/Drug Problem, Emotional/Personal, and Attitudes/ Orientation) that have been shown through theory and research to be some of the major predictors of criminal conduct. The LSI-R is a way of bringing together risk and needs information important to treatment planning and assigning levels of supervision.

The LSI-R assessment is completed on offenders that are placed on community supervision, as well as on inmates arriving at NDSP. Once the assessment has been

completed, specific areas of risk and need are identified and a case supervision plan is developed. The case supervision plan identifies the dynamic areas of risk and need and provides strategies to reduce the risk in each identified area.

In October 2001, the DOCR Adult Services Case Planning Committee established the utilization of the LSI-R to develop case plans for inmates arriving at NDSP. This committee has developed into an integral part of enhancing the system.

Sex offenders continue to receive special attention under the DOCR and the Division. Officers administer the sexual assessment instrument MnSOST-R (Minnesota Sexual Offender Screening Tool - Revised) in order to assist the court with determining the proper placement of convicted sex offenders. It also assists law enforcement in determining what level of sex offender community notification is necessary. Officers verify compliance with sex offender registration laws. In some districts officers co-facilitate the delivery of sex offender treatment. Interventions and treatment may include a polygraph as part of a sex offender's treatment in the community.

The Division promotes a community policing philosophy, which provides for an ongoing assessment of community needs through public interaction. The Division's purpose is to create and maintain a partnership

between parole officers, law enforcement agencies, community agencies, and citizens. The Division expects to achieve improved risk management supervision, enhanced communication, and safer communities through the community-policing concept. The Division has established seven staging areas (2-Bismarck, 1-Grand Forks, and 4-Fargo).

The Division has fully implemented the use of computers in its daily duties. All staff currently have the ability to view and edit records in the Division's automated management information system commonly referred to as DOCSTARS, and the offender chronological program. Both of these programs allow instant access to real time records. With these implementations, the Division has eliminated staff's inability to view offender records outside their own district and has eliminated duplication issues that existed prior to the development of a single records system. For report purposes, these changes will allow the DOCR to integrate the Prisons Division's and Field Services Division's automated data systems.

The Division contracts with and provides technical support to local Community Service and Restitution Programs throughout the state. There were 11 established programs at the end of the biennium. These programs and the Division report the following:

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a. There were 355,212 hours of community service performed this biennium.

b. Community service hours performed by adult offenders in place of supervision fee collection totaled approximately 23,379 hours.

- **Community Offender Services Program:** Under authority of the Department of Corrections and Rehabilitation the Division supervises adult offenders in the community. Officers manage the risk of assigned offenders based on their individual criminogenic needs as indicated on their case plan.

Treatment and other community programs are identified as services to benefit an offender and assist in reducing the offender's risk to the community. Tools officers may use to supervise offenders and verify compliance include on-site alcohol and drug testing, electronic monitoring, and offender surveillance programming.

Offender responsibility is a principle goal while an offender is under community supervision. This includes holding offenders accountable for physical damage resulting from their criminal behavior. Offenders must

engage in lawful behavior and are held accountable for technical (non-criminal) violations of correctional supervision.

Several subprograms within the Community Offender Services Program provided 243 prison bed days saved throughout the biennium. The programs include Last Chance (23), CPP (35), TRCU (32), Drug Court (9) and other programs (144).

- **Community Placement Program:** The Field Services Division manages the Community Placement Program (CPP) for the DOCR. It provides all necessary supervision and programming for all CPP inmates. Eligible inmates must be within six months of their scheduled release from prison. DOCR staff, from both the institution and community, evaluate and investigate each application for placement. The program provides a controlled environment for an inmate to return to their community and resume responsible and productive activities. An inmate's community supervision may include a variety of controls and programs to verify their compliance with program conditions. Optional controls and programs include jail placement with work or education release, residential halfway house and treatment programming, day reporting, treatment, TRCU, Last Chance Program, alcohol/drug testing, curfew, and home

confinement with electronic monitoring.

- **Last Chance Program:** The Last Chance Program provides a service of addiction treatment for approximately 20 offenders using a Cognitive Behavioral approach to effect changes in offenders. In 2000, the program established itself as 7 months in length providing a variety of therapeutic treatment services and strategies to reduce risks. This includes a comprehensive case plan and supervision using the Levels of Services Inventory-Revised (LSI-R). These offenders are parolees and probationers under DOCR supervision who have violated terms of their parole or probation. Without the immediate response and treatment intervention, these offenders would otherwise be referred to the Court for revocation of supervision.
- **Drug Court Program:** The Drug Court Program is a structured 12-18 month program that targets repeat alcohol and drug offenders who would normally be facing a period of incarceration if not for their voluntary participation in the program. The program involves regular appearances before the drug court judge who administers sanctions or rewards based on decisions made by the drug court team. The drug court team is comprised of a judge, treatment

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professional, probation officer, prosecutor, and defense attorney. A plan is devised at the participant's entry to the program that addresses key elements such as chemical addiction treatment, AA/NA participation, alcohol and drug testing, curfew, job skills, employment, education and other identified needs.

- **Bismarck Transition Center:** The purpose of the Bismarck Transition Center is to transition male inmates from prison to the community within one year of the expiration of their sentence or parole eligibility date. Inmates are approved by a Community Screening Committee that is composed of five community members. The following offenders will not be considered for placement: sex offenders, severely emotionally disturbed offenders, violent offenders convicted of rape, murder and repeated assault. While in the Transition Center, inmates receive cognitive restructuring, chemical dependency aftercare programming, parenting skills and life skills.
- **Institutional Offender Services Program (IOSP):** The IOSP provides support to the ND Parole Board, the Pardon Advisory Board, and the Prisons Division. It uses the Division's expertise to develop recommendations

to manage offenders moved toward the community. IOSP and the Division's "Release Team," investigate and coordinate the movement of all offenders from the institution to community supervision.

The Parole Board meets monthly and has six members who serve on a rotating basis comprising a three-member panel. The board has changed with the addition of four new members and a new chairperson. A review of North Dakota's paroling process was conducted via a Technical Assistance Grant by the National Institute of Corrections. The review has provided the Parole Board and IOSP the opportunity to lay a road map for change which will enhance the board's decision-making process. Lastly, the impetus for systematic change in IOSP and the Parole Board is the recognition and acknowledgment of the significant role the Parole Board has in setting the foundation for reintegrating offenders back into the community and how that process increases community safety and lowers the recidivism of offenders. The Re-entry process will be a guiding light in how the Parole Board and IOSP perform their duties that enhance community safety and reintegrate offenders into society.

The Pardon Advisory Board meets twice a year and is comprised of two Parole

Board members, the Attorney General, and two members at large. The board reviews applications for commutation, reprieve, pardon, conditional pardon, or remission of fine.

- **Victim Services Program:** The Division manages several victims' programs and funding allocations for the State of North Dakota. These programs include the Crime Victims Compensation Program, the Victim of Crime Act, and our State Crime Victim Account grant programs. The Division's Victim Services Program is managed by a Crime Victims Specialist. The Division is committed to providing appropriate direct services for victims of crime. Victims issues are brought to the forefront through the utilization of a contract victim advocate.

The Victim Service Program has a Victim Coordinator that provides services to crime victims. Services provided include: crisis intervention, providing information to victims regarding the status of their offenders, notification of the offender's release, providing community education about policies/procedures of DOCR, making referrals to other state and community services, and providing Victim Sensitivity Training to the TRCU inmates.

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- **Low-Risk Offender Programs:** The Division contracts with 11 Community Service and Restitution Programs. These programs are managed by local Correctional Advisory Boards and employ a small staff to assist monitoring offenders assessed as low-risk. The Field Services Division and the Department of Corrections and Rehabilitation remain committed to help develop alternatives to manage low-risk offenders in our communities. These local programs aid in delivering a cost-effective case management service. The Department believes this resource will preserve our state's resources to manage a higher-risk offender population.

DIVISION STAFF

The Division met its mission with 81 employees in 14 districts and one central office. In addition to their North Dakota Peace Officer status, the Division's officers, Community Correction Agents, and supervisors are certified Correctional Officers. All other clerical and administrative staff are non-certified Correctional Officer trained.

The Field Services Division supervised 8,885 offenders during this biennium. The biennium began with 3,259 active cases and ended with 4,057 cases. The felony offender population represents 78 percent

of the cases supervised by the Division. The remaining 22 percent of these are higher-risk misdemeanor cases.

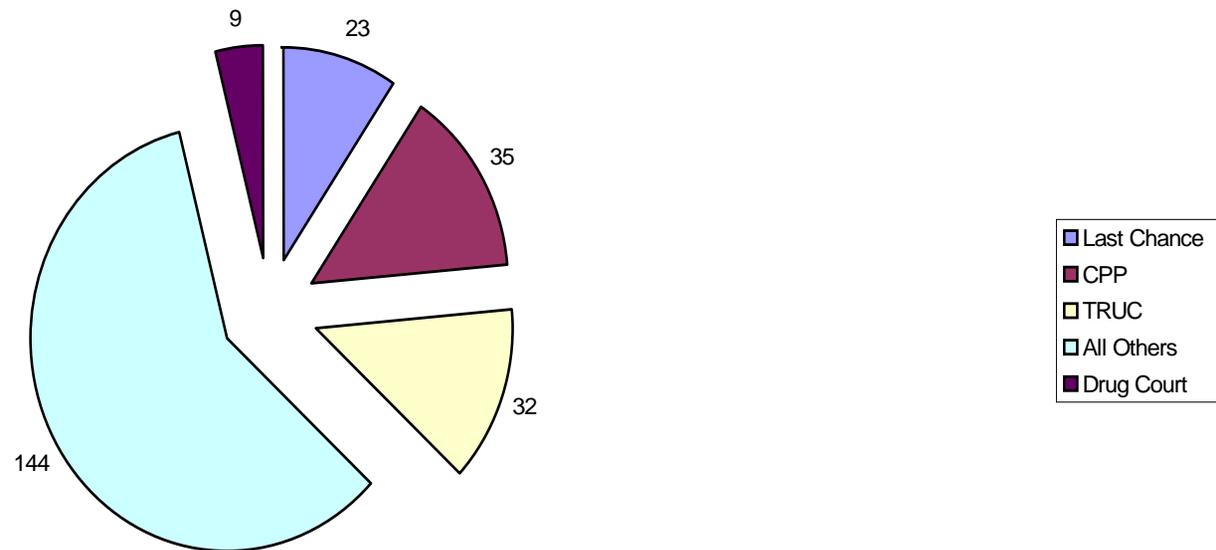
FOR THE FUTURE

The Field Services Division and its programs continue to evolve. The techniques used for supervision, the tools that assist with that supervision, and the administrative support required to implement these changes, will continue to be focused on in the future.

In 2003, TRCU/CRRP and the women's treatment services will be merged to provide 90 treatment beds in a secured community-based treatment programming on the campus of the ND State Hospital. Included with the collaboration with the State Hospital, is intervention for community referrals to assess and determine appropriate treatment and intervention to reduce revocation rates in the community. The Division expects to further collaborate with the ND Department of Human Services and the courts to better serve offenders with reoccurring mental health disorders, i.e. mental health courts.

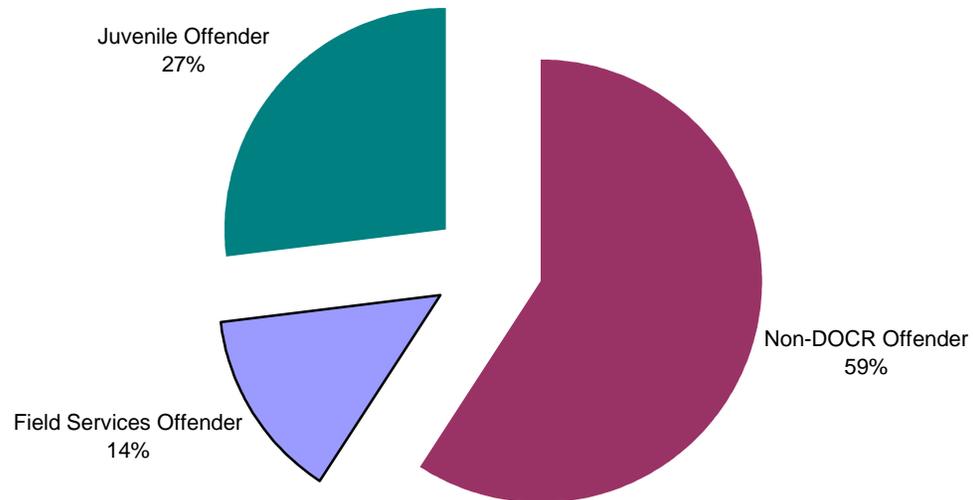
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Warren Emmer, Director

**243 Prison Bed Days Saved through the use of
Field Services Division Programming**



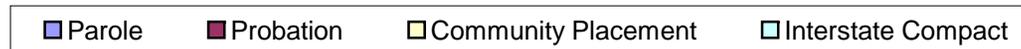
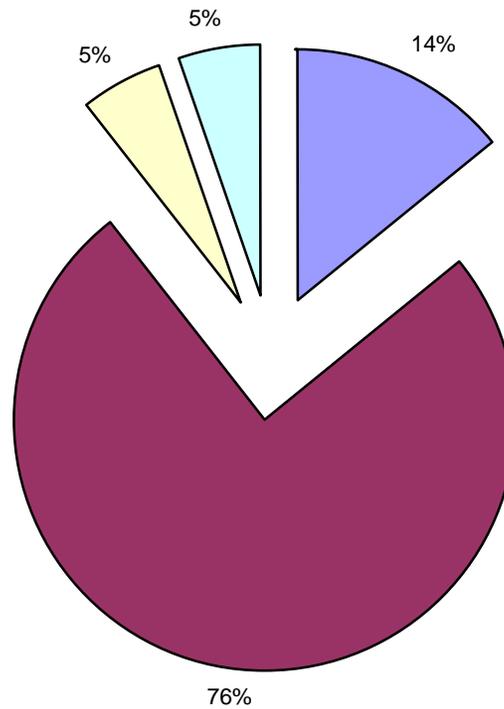
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Warren Emmer, Director

Human Resources Delivered to the Community through Community Service Programs by Offender Type



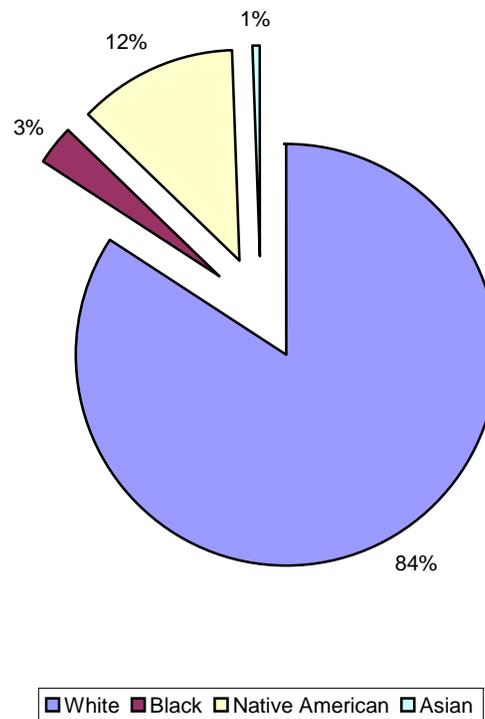
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**Entries on Supervision by Supervision Type
During July 1, 2001 thru June 30, 2003**



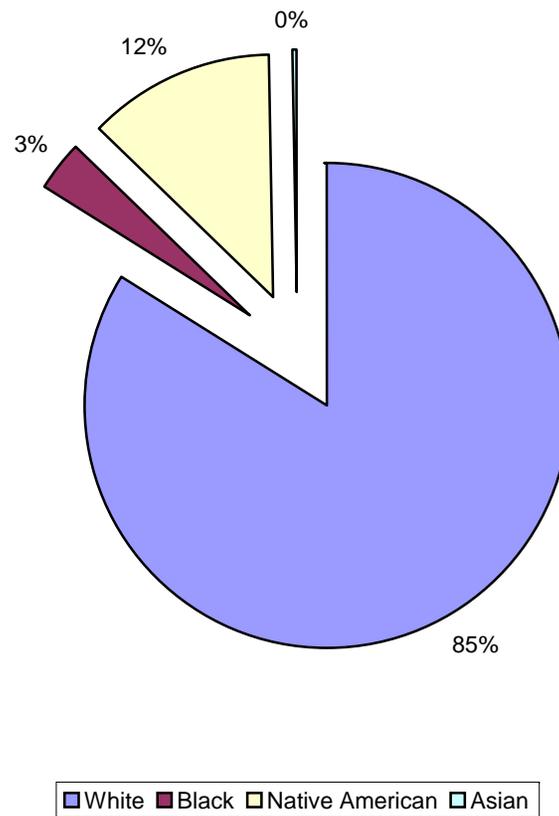
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OFFENDERS BY RACE - One Day 7/1/01
Count 3,257



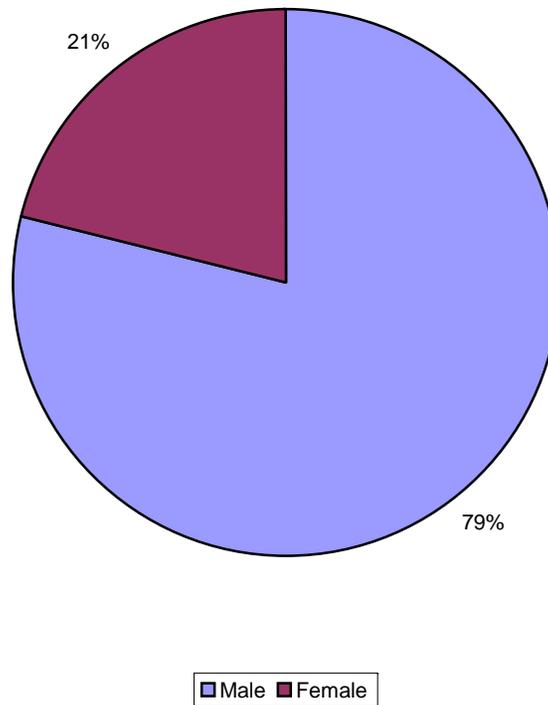
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OFFENDERS BY RACE - One Day 6/30/03
Count 4,043



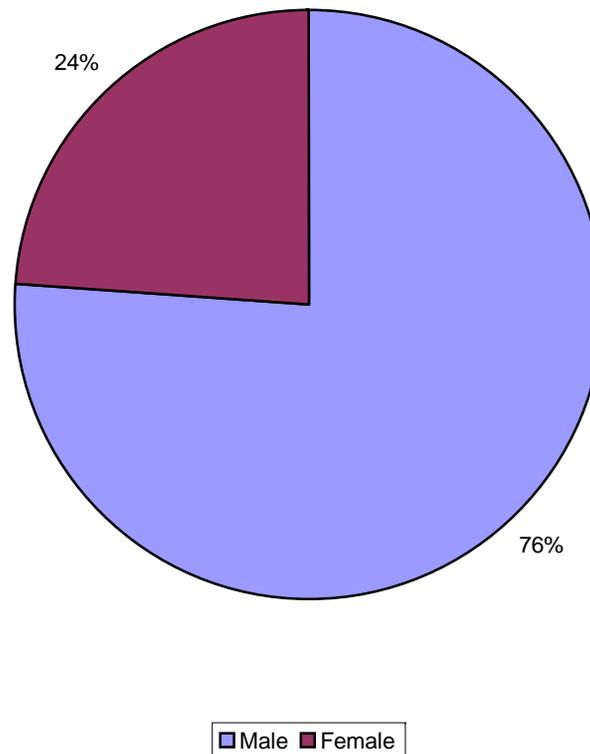
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OFFENDERS BY SEX - One Day 7/1/01
Count 3,257



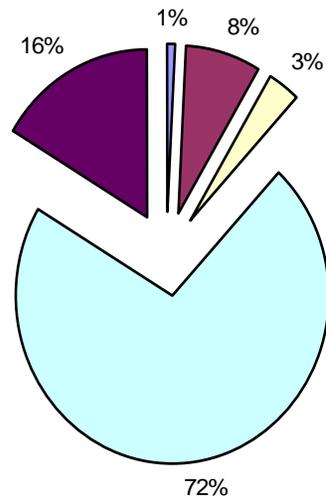
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OFFENDERS BY SEX -One Day 6/30/03
Count 4,043



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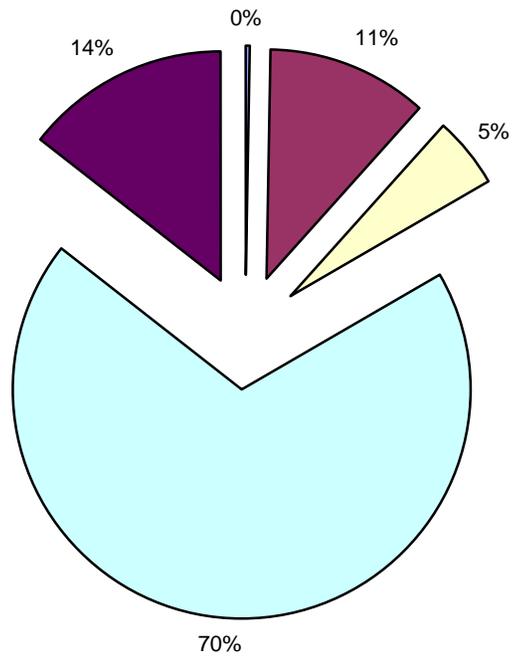
OFFENDERS BY TYPE OF SUPERVISION - One Day Count
7/1/01 (3,257 Total)



Community Placement Interstate Compact Parole Suspended (Probation) Deferred (Probation)

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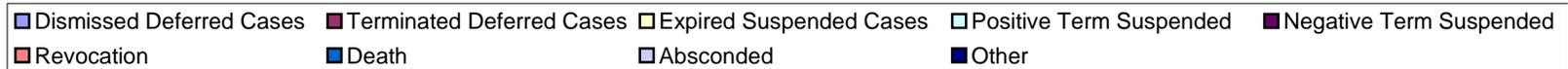
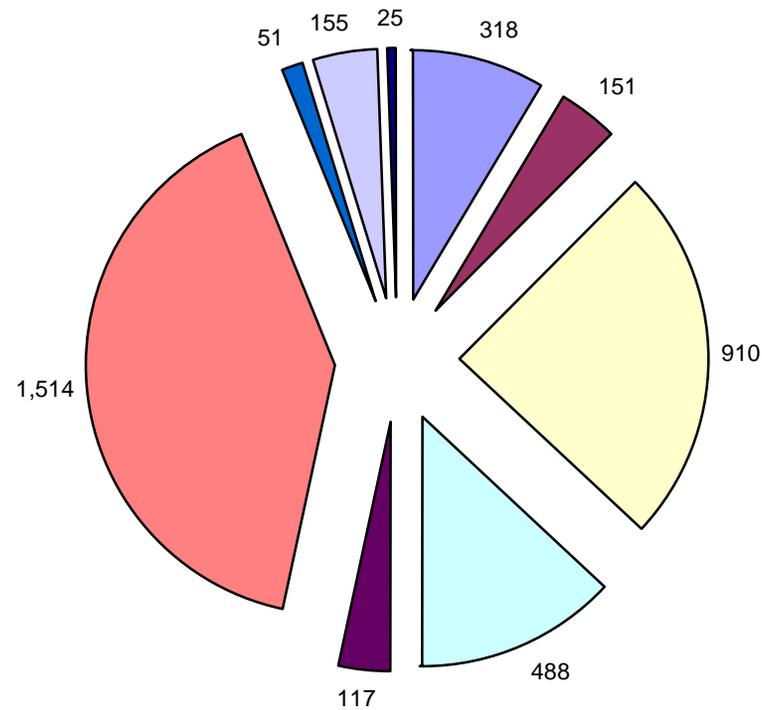
**OFFENDERS BY TYPE OF SUPERVISION - One Day Count
6/30/03 (4,043 Total)**



■ Community Placement ■ Interstate Compact ■ Parole ■ Suspended (Probation) ■ Deferred (Probation)

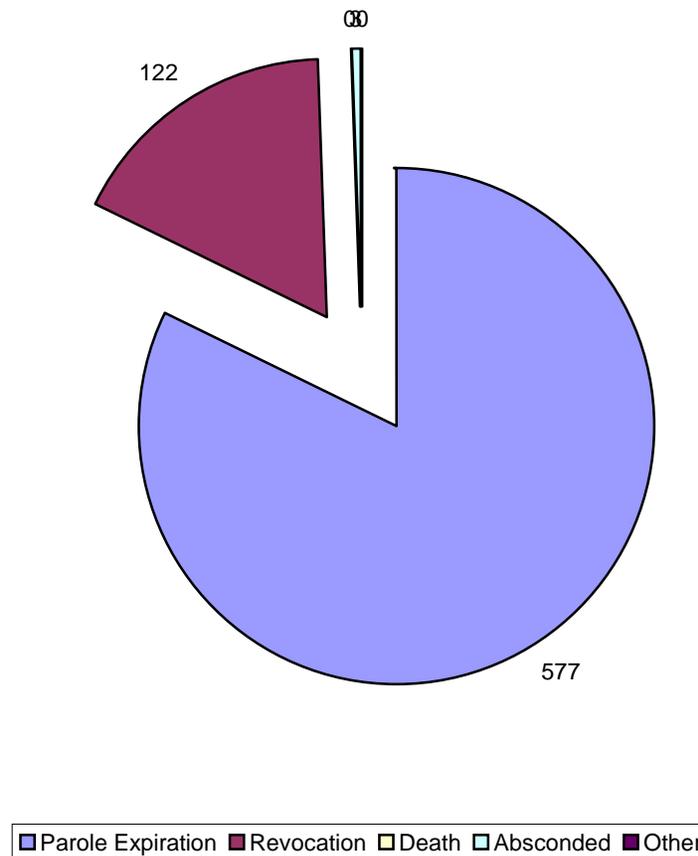
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PROBATION CASES EXITED FROM SUPERVISION - 3,729 Total Cases



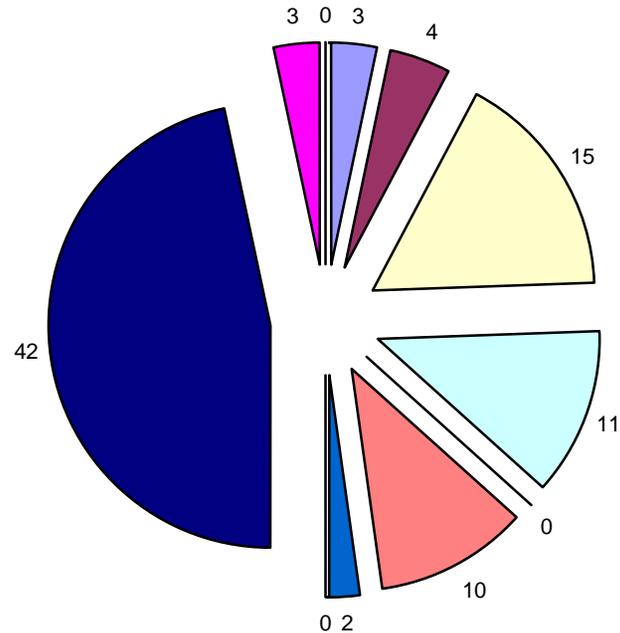
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PAROLE CASES EXITED FROM SUPERVISION - 702 Total Cases



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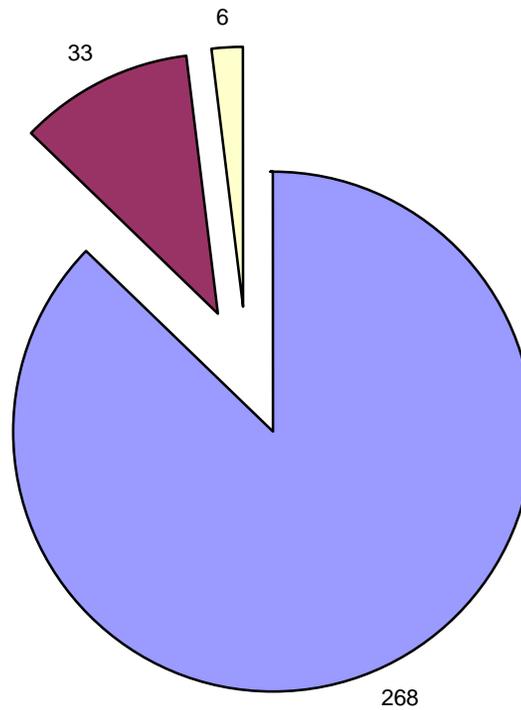
INTERSTATE COMPACT EXITED FROM SUPERVISION - 90 Total Cases



Dismissed Deferred Cases	Terminated Deferred Cases	Expired Suspended Cases	Positive Term Suspended
Negative Term Suspended	Parole Expiration	Revocation	Death
Returned to Sending State	Absconded	Other	

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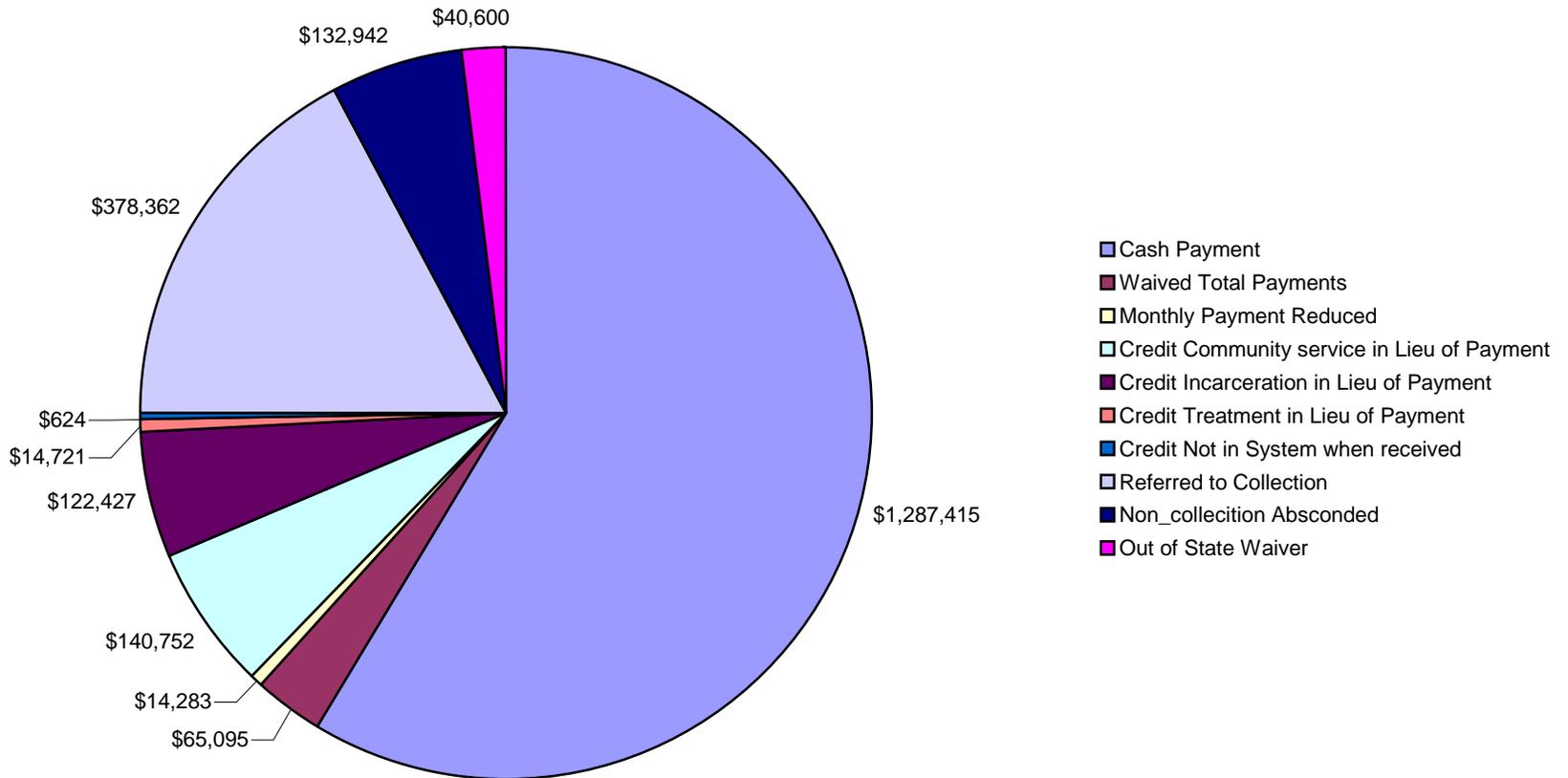
COMMUNITY PLACEMENT EXITED FROM SUPERVISION -307 Total Cases



■ Released from Comm. Placement ■ Revocation ■ Other

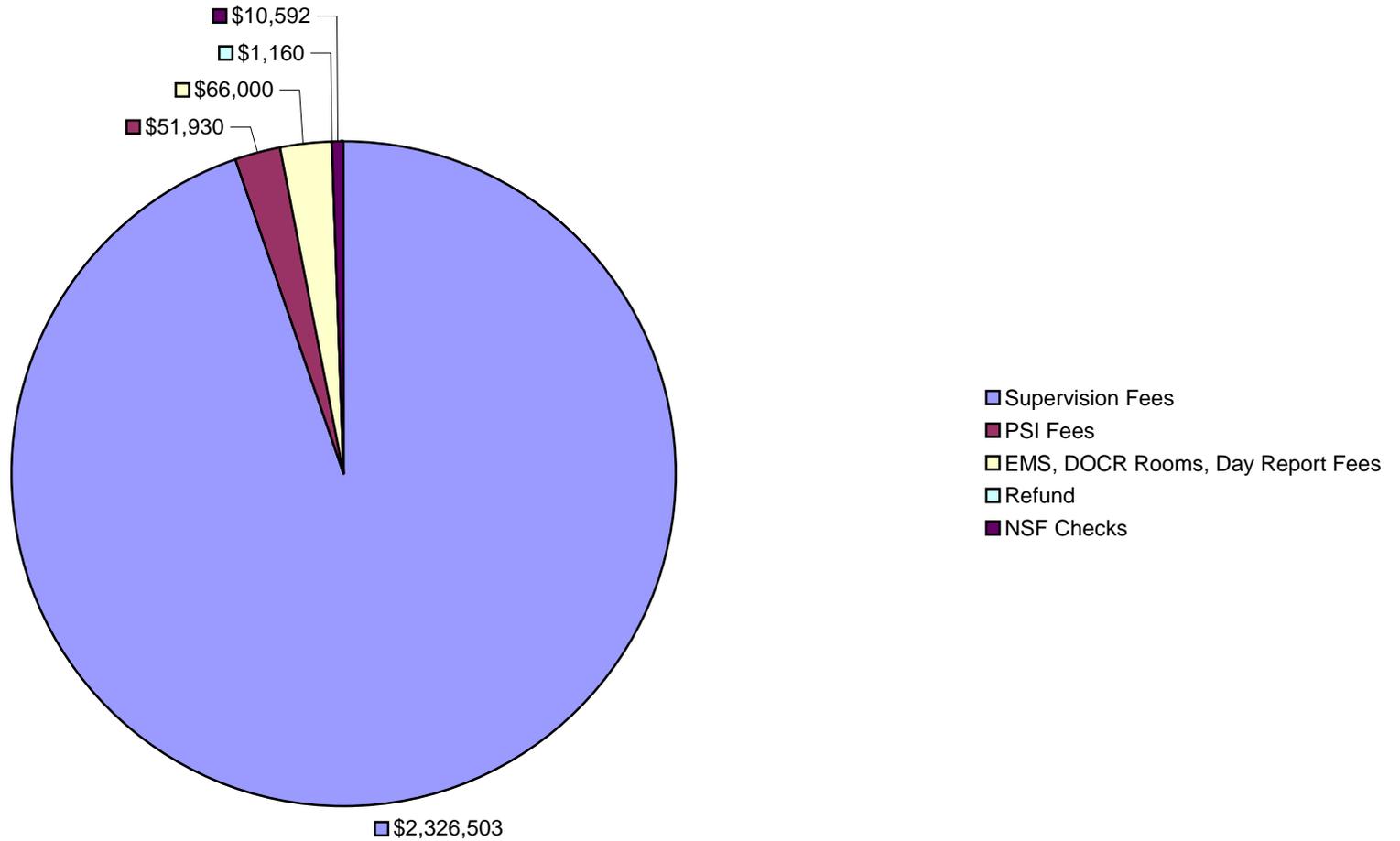
Supervision Fees

Offender Credits during 01 -03



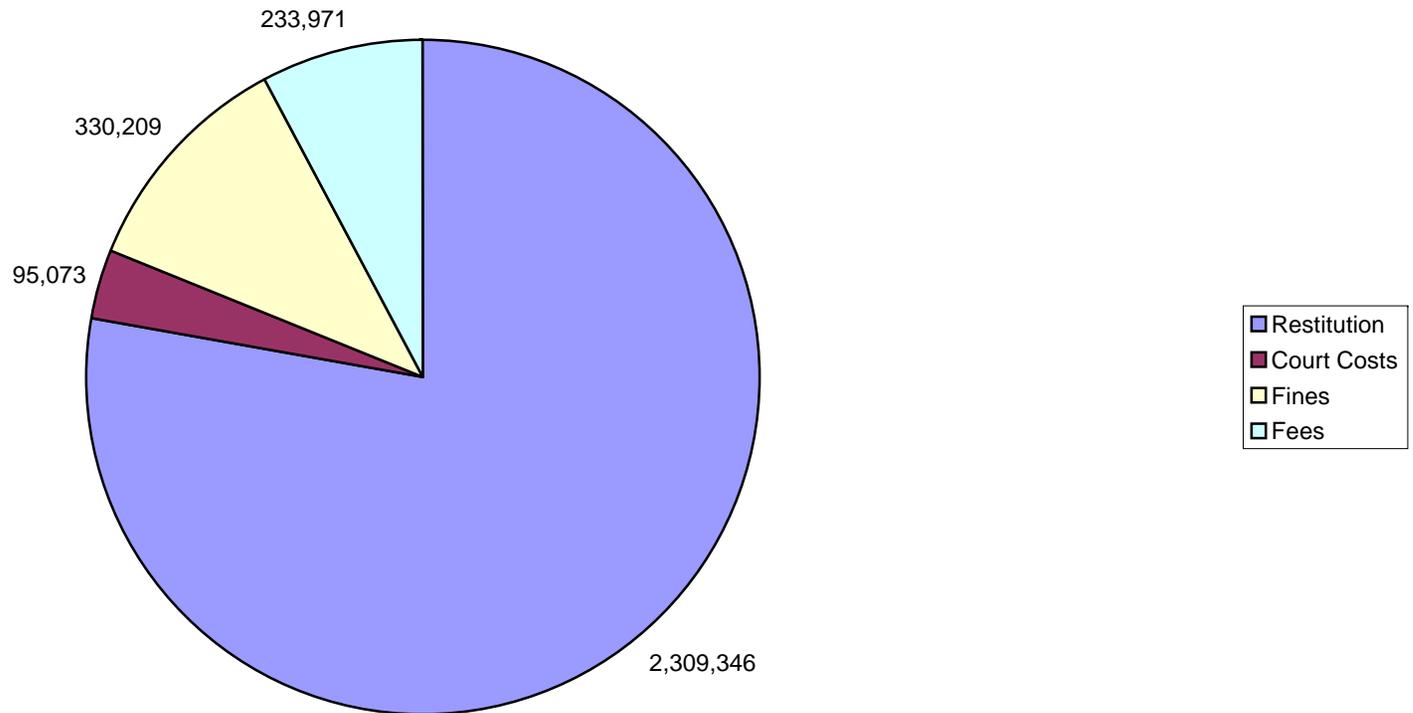
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COMMUNITY CORRECTIONAL PROGRAMMING FEES during 01 -03



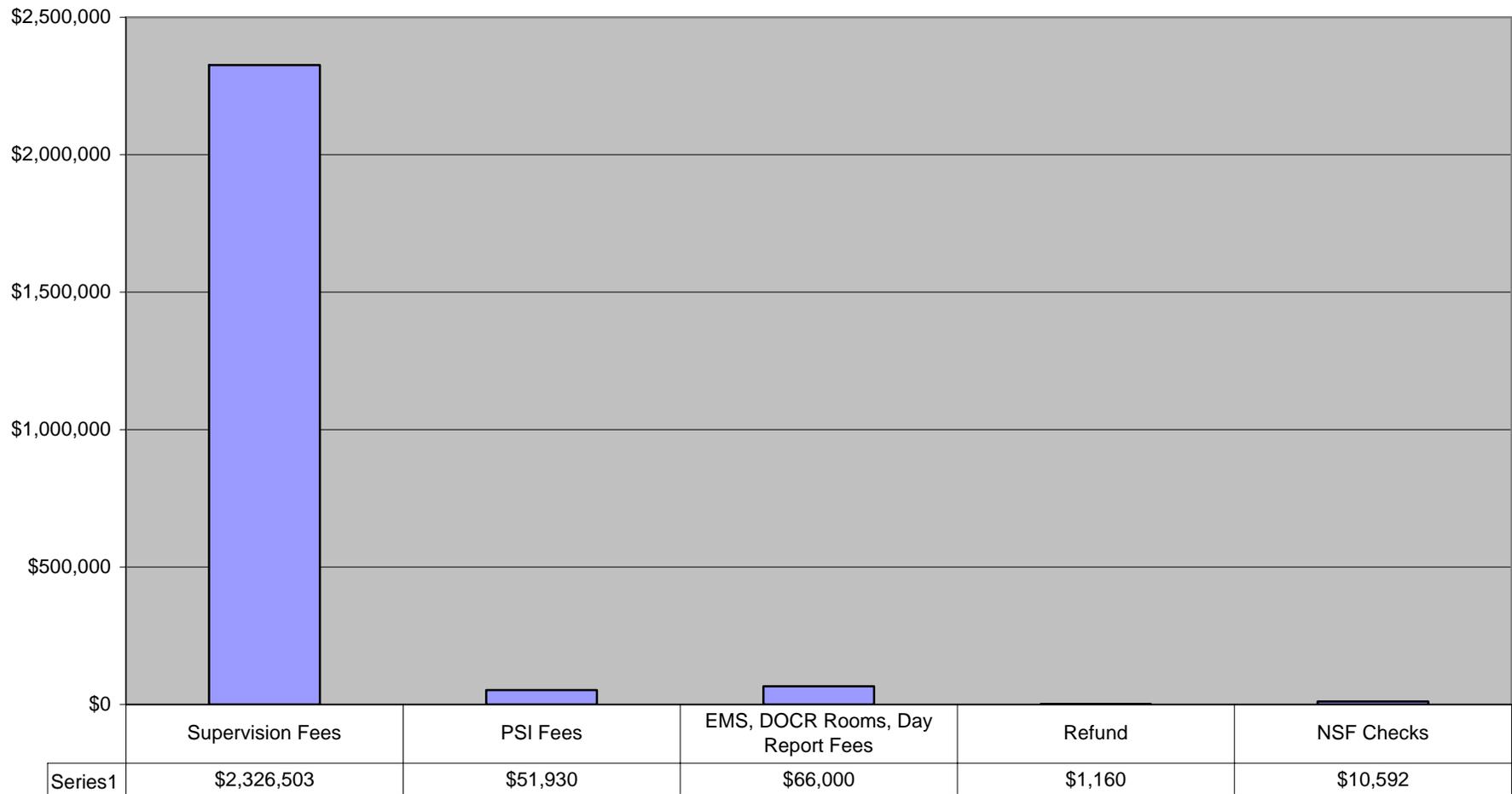
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Warren Emmer, Director

**Court Ordered Fiscal Obligations paid on Terminated Cases between 7/1/01
and 6/30/03**



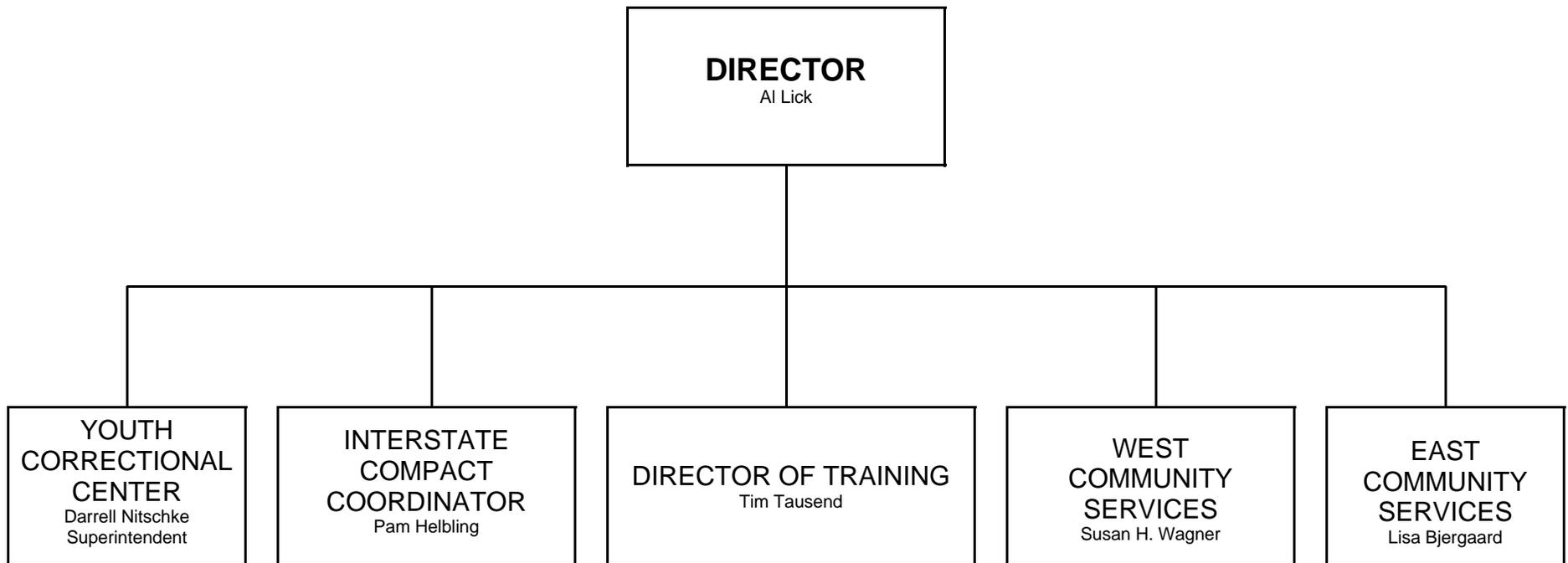
North Dakota Department of Corrections and Rehabilitation
DOCR FIELD SERVICES DIVISION REPORT
 Warren Emmer, Director

Offender Special Fund Debits 01 -03

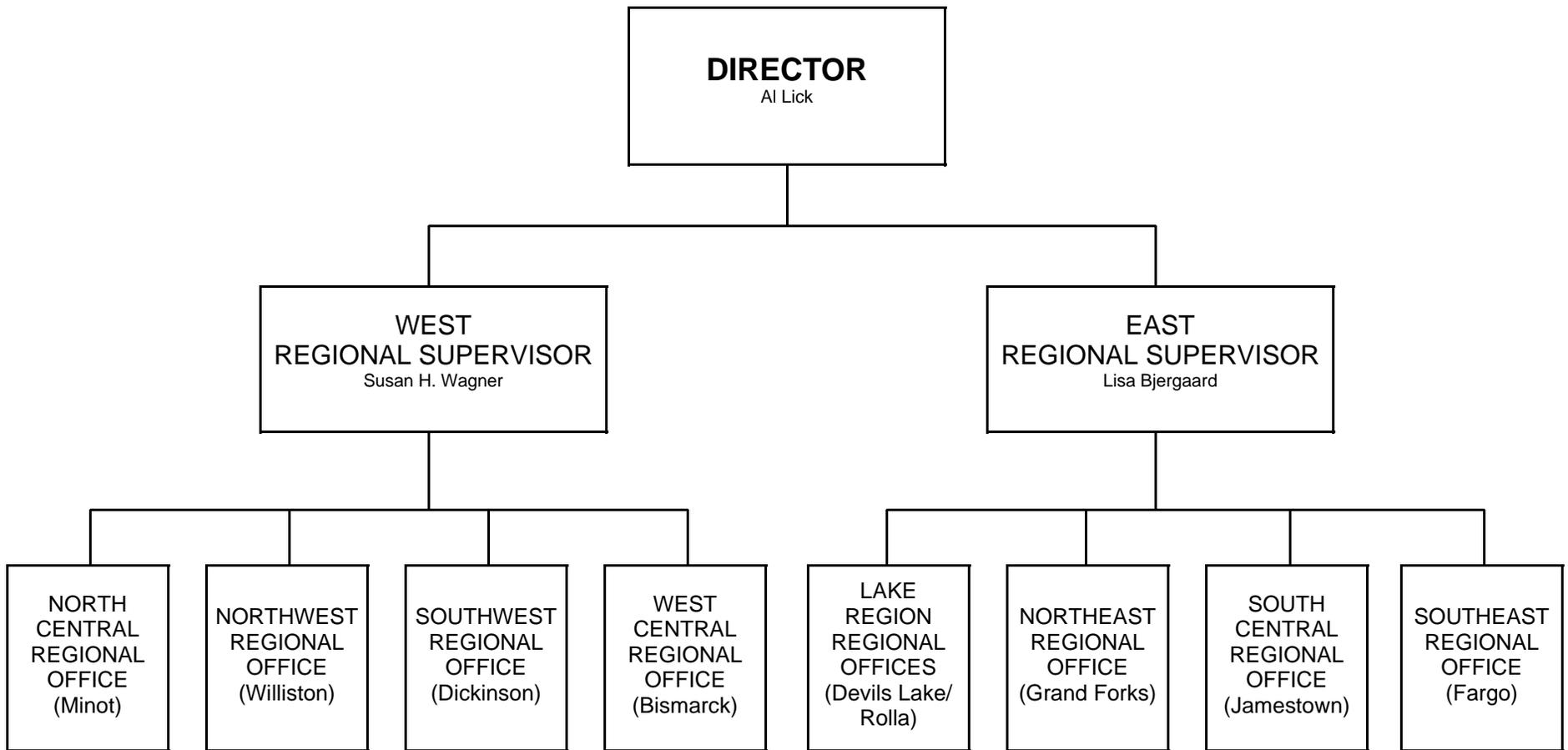


North Dakota Department of Corrections and Rehabilitation
DIVISION OF JUVENILE SERVICES
Al Lick, Director

Division of Juvenile Ser-

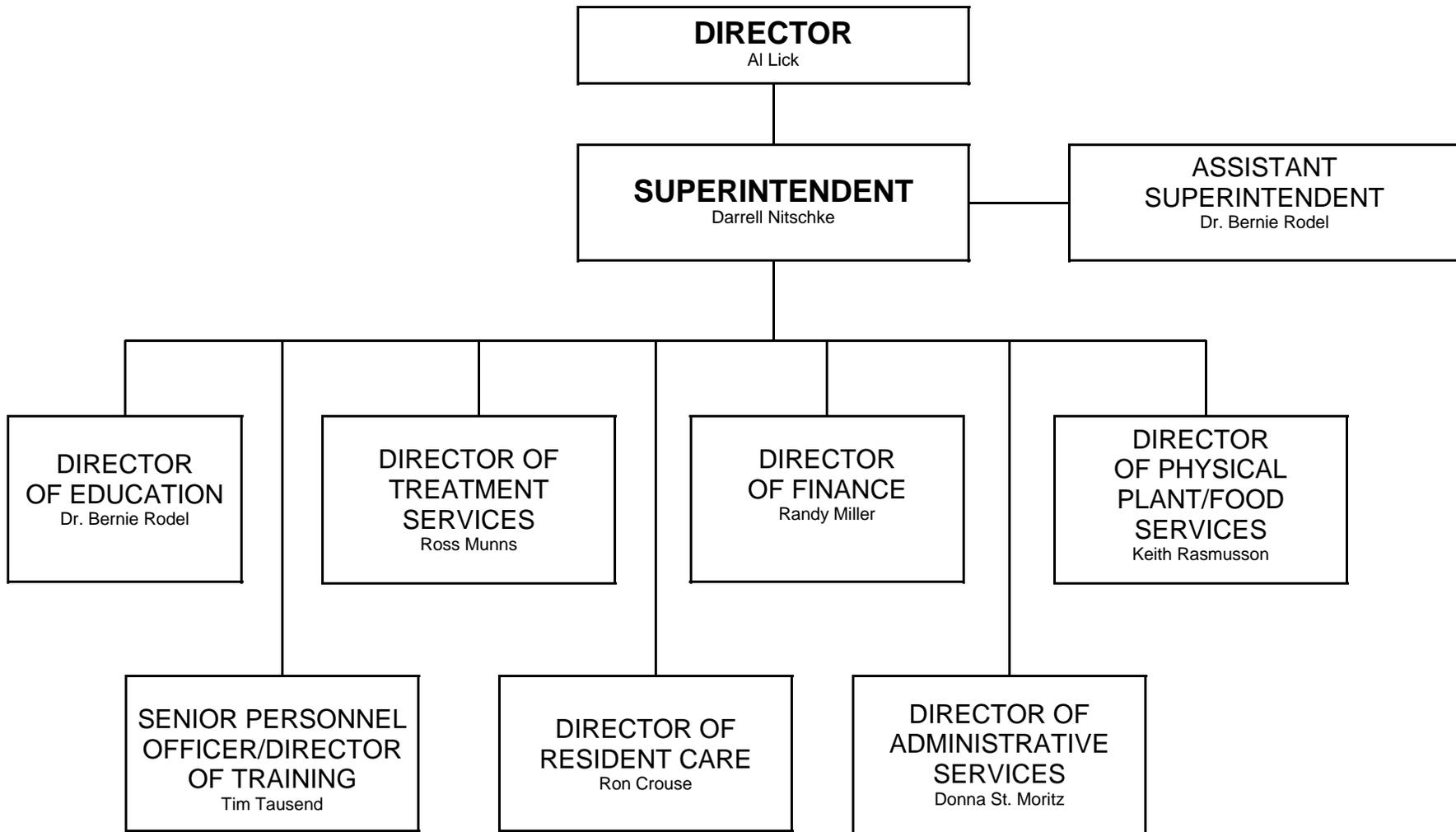


Community Services



North Dakota Department of Corrections and Rehabilitation
DIVISION OF JUVENILE SERVICES
Al Lick, Director

North Dakota Youth Correctional Center



North Dakota Department of Corrections and Rehabilitation
DIVISION OF JUVENILE SERVICES

Al Lick, Director

OVERVIEW

Prior to 1986, children and youth determined to be at-risk, unruly, deprived, or delinquent were provided services by various state, regional, and county agencies. No coordinated system for providing a continuum of essential services existed. A study completed that year by the Children and Adolescents at Risk Commission (CAAR) and the Ehrenkranz Group suggested remedies to the existing service delivery system. One specific recommendation was a coordinated youth corrections system designed to meet the needs of the delinquent and unruly population. With the inception of the Division of Juvenile Services (DJS) in July of 1987, the CAAR recommendations were implemented. Phasing in over two years, DJS initially began provided services in four regions of the state. In July of 1989, the Division was formally instituted by legislative action and began operations statewide. The former State Youth Authority and the North Dakota State Industrial School came together under the Department of Corrections and Rehabilitation and was named the Division of Juvenile Services.

The Division, operating from eight regional offices across the state, coordinates a variety of treatment services and placement options for adjudicated youth. The Division works collaboratively with juvenile courts, county social services, law enforcement, public and private human service agencies, and schools

to provide individual rehabilitative programming.

Collaboration extends into program development as well. Through partnerships between DJS, Department of Human Services, and the Department of Public Instruction, relevant, cost-effective programming aimed at strengthening families and communities and preventing out-of-home placements have been developed. These programs have been paid for with general funds supplemented by federal, local, and private resources.

In addition to the oversight of community based regional offices, the Division is responsible for the daily operations of the North Dakota Youth Correctional Center (NDYCC), formerly known as the State Industrial School. The institution was initially established to be a general reform and training school for the detention, instruction, and rehabilitation of adjudicated youth. Over the years, behavioral and mental health treatment programming has been added to better meet the needs of the juveniles while continuing to ensure the safety of the community.

The majority of juveniles housed at NDYCC are placed by DJS Corrections Specialists. The juvenile courts, tribal authorities, and the Bureau of Prisons make other referrals. NDYCC also serves as a detention facility. Juveniles placed at NDYCC receive

evaluation as well as treatment services. The facility operates four cottages staffed by a Cottage Director, counselors and resident specialists who are responsible for the behavior management, treatment, and activities for the juveniles. A fully-accredited education department provides a middle/high school as well as GED program and testing site. Students, staff, and community groups use the gymnasium extensively. The dining hall is used as a multi-purpose facility for dining, meetings, training, and social functions. Family visits also make use of the dining hall facility. A chapel is used for religious services and special lyceum activities.

Over the years, services to juveniles residing at NDYCC have been developed to meet their individual needs. At this time, these services include assessment and evaluation, licensed addiction evaluation and counseling, street gang intervention, EQUIP (cognitive restructuring), sexual offender pre-treatment, life skills training, psychiatric and psychological consultation and treatment, family therapy workshops, recreational therapy, medical and nutritional services, academic counseling, vocational counseling, and accredited academic and vocational education. Additional services are accessed in the community when the needs of the juvenile require another level of intervention.

DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

Al Lick, Director

MISSION

The mission of the Division of Juvenile Services is to provide a continuum of services to juvenile delinquent and unruly youth in North Dakota and to protect society from those juveniles who are a danger to themselves and others. This will be accomplished through the development of a Treatment and Rehabilitation plan for each juvenile and through the provision of an array of services by a dedicated staff who will insure that the juvenile receives these services in the least restrictive environment.

OPERATIONAL SUMMARY

Community Services operates within the Division of Juvenile Services (DJS) and provides intensive case management for juveniles committed to DJS care, custody, and control. District courts can transfer legal custody to DJS as a disposition option. In cooperation with the Juvenile Courts, Department of Human Services, North Dakota Association of Counties, and the Department of Public Instruction, Community Services has developed a continuum of care that provides an array of placement options and programs for adjudicated juveniles. This system of care operates under the philosophy that services should be provided in the least restrictive environment consistent with the

practice of assuring the safety of society and the well being of the juvenile.

In most instances, the Juvenile Court gives DJS notice of an impending transfer of custody prior to the date of the hearing. A DJS representative, preferably the Corrections Specialist who will receive permanent assignment to the case, attends the disposition hearing. Each juvenile is assessed and classified at time of admission to caseload, and an individualized treatment and rehabilitation plan is developed.

The Corrections Specialist meets with the juvenile and parents/guardian immediately after the hearing. During the initial meeting, the Corrections Specialist explains the Division of Juvenile Services' methods of operation and answers any questions the family might have. The Corrections Specialist prepares an admissions record, a client information form, and any releases of information that might be necessary for gathering a treatment history. The Corrections Specialist conducts a Strategy for Juvenile Supervision (SJS) interview either following this initial meeting, or at the next scheduled appointment. SJS is a classification technique for case planning which includes a format for establishing goals and objectives and specific supervision techniques. Because the SJS interview provides valuable history and insight, as well as the groundwork for case planning, it is important to complete the SJS as soon as

possible after admission.

A Treatment and Rehabilitation Plan (T&R) authorized by North Dakota Century Code Chapter 54-23.3, 27-20, and 27-21 is developed within 60 days. The Corrections Specialist develops a T&R Plan that includes a comprehensive examination of the following:

- The juvenile's current legal situation
- Family, education, peer group, recreation, work, physical and mental health, and legal history
- Current and past involvement with substance use/abuse
- Assessment of risk to self and others
- Strategies for Supervision including goals, objectives, and supervision plan

The planning includes the juvenile's strengths and needs as well as those of the family and outlines how the family is expected to participate. A copy of the T&R Plan is forwarded to the committing court.

Every 90 days, the case T&R is formally reviewed. At this time, the Corrections Specialist compares progress with the established plan and initiates the necessary changes. These regular quarterly reports are also submitted to the court. T&R Plans, as well as quarterly reports, are submitted to regional managers for their review as well.

DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

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Cases are under constant informal observation and Corrections Specialists are required to have a minimum of two contacts per month with juveniles who are under supervision in the community. More or less frequent contact may be authorized depending on the juveniles' progress in the rehabilitative process.

Case management is the endeavor of pulling together relevant information, examining risk and classification measurements, possessing a working knowledge of available resources and relying on one's own experience, good judgment, and professional skills to bring together the right mix of services for each youth. The Corrections Specialist must also provide the follow-through or structure that moves a juvenile from admission to caseload through the rehabilitative process. DJS is committed to the philosophy that structure, accountability, and relationships are founding principles for successful planning and intervention with juvenile offenders.

CONTINUUM OF CARE

In order to individualize treatment planning, it is critical that Corrections Specialists have a range of services from which to choose. DJS, together with other state agencies, private providers, and local entities have collaborated time, talent, and funding in order to build a basic continuum.

These collaborative efforts cannot be underestimated in their significance to the system as a whole, and they require ongoing effort and review.

DJS, as a division of the Department of Corrections and Rehabilitation (DOCR), and Children and Family Services (CFS), as a division of the Department of Human Services (DHS), generated an essential cooperative agreement with the establishment and maintenance of a common foster care system. The foster care system is based in and is operated by the Department of Human Services, but DJS has access and can place juveniles in DHS beds. DJS Corrections Specialists follow all DHS procedures for completing paperwork and meeting federal and state permanency planning requirements.

Allowing as many juveniles as possible to be qualified for federal reimbursement funds thereby maximizes foster care dollars.

In the fifteen years that this system has been in place, North Dakota has saved millions of general fund dollars that would have otherwise been spent on providing separate foster care services to corrections youth.

PERSONNEL AND TRAINING

Professional staff includes 20 FTE Corrections Specialists, (Juvenile Corrections Specialist I) and 8.25 FTE

Administrative Assistant support staff which are assigned to nine regional offices. The nine regions are divided into a broader eastern and western region for purposes of supervision and daily management activities. Two of the Corrections Specialists have the additional responsibilities of acting as training assistants and mentors to newer staff. They are classified as Juvenile Corrections Specialist II's, and currently one of them serves in the eastern region and one in the west. Three administrative staff members support this professional complement, the Director and two regional supervisors. Two regional managers who are also responsible for conducting annual site audits and performance evaluations in each regional office oversee daily operations.

DJS continues to place a heavy emphasis on staff training. New staff complete 40 hours of supervised training appropriate to their assignment before performing their position requirements. Administrative Assistants receive an additional 16 hours of training each year, and Juvenile Corrections Specialists receive an additional 40 hours per year.

Much of the ongoing training is received through three-day training sessions provided by DJS and scheduled throughout the year. Corrections Specialists and Youth Correctional Center staff are required to

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attend these trainings. Several subjects such as policy and procedure updates, placement facility updates, agency issues and problem solving time are regular scheduled agenda items. In addition, specific relevant topics are selected for more comprehensive training.

Three such training sessions were held during the past biennium, and presentations included working with mental health issues in the juvenile corrections population, special education considerations and requirements, assessing and managing special issues present in the sexual offending population, risk management annual update, legal issues, and new legislation relevant to the Division.

In addition, Corrections Specialists and administrative assistants are afforded the opportunity to attend workshops and seminars that are of professional interest or that could enhance a specific skill for them.

Regional managers have completed an 80-hour Correctional Leadership Development course which is sponsored by the National Institute of Corrections and the Office of Juvenile Justice and Delinquency Prevention, the DOCR supervisor's course, and other leadership and management seminars and training events.

Administrative assistant staff are also

involved in ongoing training, and meet as an entire unit at least once per year to update risk management issues, office practices, technology, and to problem solve.

PROGRAM HIGHLIGHTS / BIENNIUM REVIEW

ACA Accreditation: In recognition of the attainment of excellence in the operation of juvenile probation and aftercare services, the Commission on Accreditation for Corrections and the American Correctional Association presented the North Dakota Division of Juvenile Services-Community Services accreditation in 1994. Reaccreditation was accomplished in 1997, 2000, and 2003. All staff members are involved in this process and take a great deal of satisfaction from knowing that the majority of juvenile community corrections programs do not attain accreditation.

Juvenile Risk Validation Study: In 1995 a study, validating the risk assessment instrument currently used to make placement decisions for committed juveniles was completed. The results indicated that DJJ had a remarkable 20.4 percent recidivism rate, one of the lowest in the nation. The study was repeated 18 months later, and the same low rate was reflected. The recidivism rate dropped to 12.8% for juveniles tracked from 7-1-95 to 6-30-96 and 12.6% for juveniles tracked from 7-1-96 to 6-30-97. The

rate was 9.5% for juveniles tracked from 7/1/97 to 6/30/98 and 17% for juveniles tracked from 7/1/98 to 6/30/99. The most recent study indicated a rate of 13.3% for juveniles tracked from 7-1-99 to 6-30-00, and a rate of 16.9% for 7-1-00 to 6-30-01. The combined average rate of recidivism for this most recent two-year period is 15%. The recidivism rate for North Dakota is the lowest of any state for which similar data are available.

This study was designed to:

- Validate the current risk assessment instrument;
- Recommend instrument changes that could increase the predictive power;
- Assess utilization of the current instrument;
- Assess placement decisions for minority populations;
- Identify factors influencing placement decisions; and
- Analyze the population composition of the Youth Correctional Center (YCC).

The study continues to provide valuable data in that it answers questions about placement decisions, especially noting that race is not a factor in determining placement and assesses changes in the types of juveniles committed and released from the Division of Juvenile Services.

Intensive In-Home Family Services: Family-

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based services are designed to provide an alternative to out-of-home placement for juveniles by providing high quality professional services that will strengthen families and promote future self-sufficiency. The Division and the Department of Human Services, with a portion of services secured by dollars from the local county or juvenile court and the Division of Juvenile Services, primarily provide funding. The program has been popular with families and the success ratio, as measured by preventing future out-of-home placements or involvement with the juvenile justice system, has been well above 80 percent. Programs have been expanded to include 7 regions of the state, either through Human Service Centers or through contracts with private providers.

Tracking: Tracking programs provide trained paraprofessional staff who, through frequent contacts with juveniles, provide positive role models, advocacy, resources, and supervision. The tracker has been available to the juvenile court, county social services, and DJS Corrections Specialists as a prevention resource and as an added layer of aftercare for juveniles who are reentering the community.

In addition to regular tracking, the Intensive Tracking service was added in 1995. The most commonly used services provided by intensive trackers include performing drug screens, monitoring home detention, and

monitoring those youth on electronic monitoring devices.

The tracking program is contracted to a private provider who recruits, trains, and supervises personnel. This program is available statewide.

Day Treatment: Day Treatment is a school-based treatment for students who are at risk for out-of-home or more restrictive placement because of their behaviors. Programs provide assessment, counseling, anger management, social skills training, behavior management, and academic remediation. The programs are co-funded and co-administered by local school districts, the Department of Public Instruction, and DJS. During the recent biennium, 9 sites served 330 juveniles.

Diversified Occupations: Designed after the Training Occupation Planning Program (TOP) at the Youth Correctional Center, Diversified Occupations (DO) is a vocational educational program which combines education, vocational training, and work experience. The program is cooperatively funded by each school district with vocational education funds and matched by DJS general funds. During this biennium, DO operated in six sites across the state.

Statewide Detention Support Services: The purpose of this program is to provide financial incentives for the development and

use of the least restrictive care alternatives for juvenile offenders. As a participant in the OJJDP Act, North Dakota continues to maintain a low number of juveniles held in adult jails. The statewide detention support services consist of three primary components.

- A. Attendant Care-The constant and direct supervision of juveniles in an unsecured setting.
- B. Detention-The supervision of a juvenile within the secure setting of a facility designated by the state jail inspector as a juvenile detention center.
- C. Transportation-Transportation to either attendant care or detention of a juvenile who has been identified as appropriate for either of the supervision settings. DJS and the North Dakota Association of Counties, which coordinates the program, have provided training and administrative support reimbursement. There are 14 attendant care sites and five detention sites in North Dakota.

Restorative Justice: DJS contracts with a private provider to implement the Restorative Justice Program statewide. The provider recruits, trains, and supervises staff that provides services to victims and

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offenders. Restorative justice defines accountability for juvenile offenders in terms of taking responsibility for their actions and taking action to repair the harm to the victims and community. It emphasizes the ways in which crime hurts the relationships between people who live in a community. Participating in this program can enhance the overall rehabilitative process for juveniles in that they have the opportunity to meet face-to-face with the victims of their crimes to take responsibility and make amends.

Cognitive Restructuring: DJS continues to recognize the value of programs that utilize a cognitive restructuring approach in the treatment of delinquency. Over the years, the Division has maintained its efforts to provide the most current therapeutic approach. EQUIP has been adapted to serve youth at NDYCC and in the community.

TAG: The uniform database for the Division, TAG, has been operational since mid-November 1999 and provides a vital communication link between community and NDYCC staff. It also allows the Division to gather statistical information. Ongoing statistical analysis of the information occurs at least monthly. The system receives upgrades that make it even more useful as they become available.

ASFA: With the advent of the federal legislation governing the Adoption and Safe Families Act (ASFA), the Division prepared for implementation of the requirements by August 1, 1999. DJS staff in 3 regions of the state participated in a federal review of ASFA in September 2001. In 2003, all DJS regions participated in the Department of Human Services on-going review process of the child welfare system.

Wraparound: North Dakota's efforts to provide wraparound services to youth with serious mental health problems and their families has been ongoing since 1994, when the Department of Human Services received federal funding from the Center for Mental Health Services. The Division has worked closely with DHS since that time. DJS has maintained a mental health care coordinator in three of the regional offices and continues its involvement in the ongoing efforts to sustain services to youth with serious emotional health issues. DJS has participated in the development and delivery of certification training for the Single Plan of Care process as it has evolved.

Strategic Planning: The Division conducted its first Strategic Planning session in April 1998. Division staff and outside agency partners spent considerable time exploring strengths and challenges, external and internal perceptions of the Division, core

functions and issues, and developed 5 major goals.

The Strategic Plan was updated during November 2000. At that time, the work accomplished during the initial planning session was revisited and goals were revised. Work groups were established to further develop the goals. The 5 major areas being addressed are:

1. To provide an efficient and effective system of care for troubled adolescents in juvenile corrections that responds to changing demographics.
2. Youth who present complex co-occurring conditions will receive appropriate treatment in a timely manner.
3. DJS and other service providers will offer assistance to each reservation to develop their own effective system of care for youth and their families.
4. DJS will maintain a well-trained, highly qualified staff to provide quality services to clients and families based on professional development opportunities and a wage commensurate with fair market value.
5. DJS will systemically provide creative progressive services that meet the diverse needs of youth, families, and communities.

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Day Report: The Division contracted with a private provider to develop and operate a Day Report Center in Grand Forks in August 2000.

Day reporting is designed to best serve juveniles currently on probation or under custody who are in need of additional supervision and structure, and who could benefit from competency building activities. Juveniles ages 14 - 17 with a history of delinquent offenses are referred to the program. A special emphasis is placed on serving those juveniles returning from a correctional placement or those who are at great risk for future placement.

Some of the programs focus areas include anger management, life skills training, job skills and training, relationship issues, and values/character education.

A second Day Report program was begun in the Bismarck region in January 2003.

FUTURE DEVELOPMENTS

- DJS anticipates the roll out of a new risk assessment and case-planning instrument within the next year. The process uses a multi-axial structure that cross-references prediction, treatment and outcomes. This instrument's

comprehensive coverage of risk and needs builds on current validated delinquency research and theory, and so includes only the most validated static and dynamic factors. Stronger validation assists staff in reaching more effective case formulations, so staff is able to better match treatment services to individual youth. And, the system is fully automated. This saves time and effort, as staff do not have to do calculations or narrate plans. The process evens the ground between newer and more seasoned staff, and insures that planning is more uniform across the Division. In addition, there is a built in economy of resource, since programs are only used in response to a clearly identified need. Finally, this system provides better data for the administrator and managers who must attend to planning and policy issues.

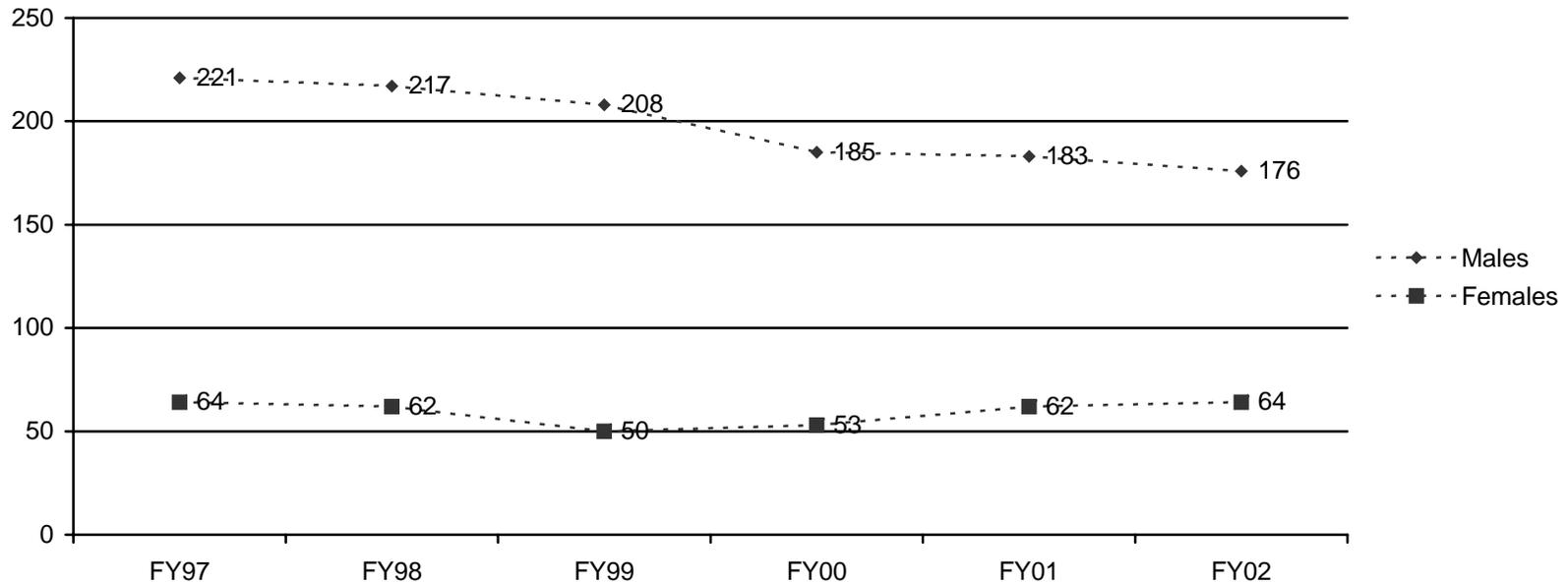
- ACA accreditation has been maintained. This requires that compliance to each of several hundred standards can be documented every year. The Division looks forward to participating in Performance Based Standards as they are developed for juvenile community corrections agencies.
- Juvenile Corrections Specialists continue to participate in goal setting exercises on an annual basis. Regional managers

review progress towards these goals during the regular visits to each office. DJS will continue this process, as it has proved a valuable management tool.

Changes in federal privacy laws have mandated several changes in policy and practice. In order to further comply with HIPAA regulations, changes will need to be made in software during the upcoming year.

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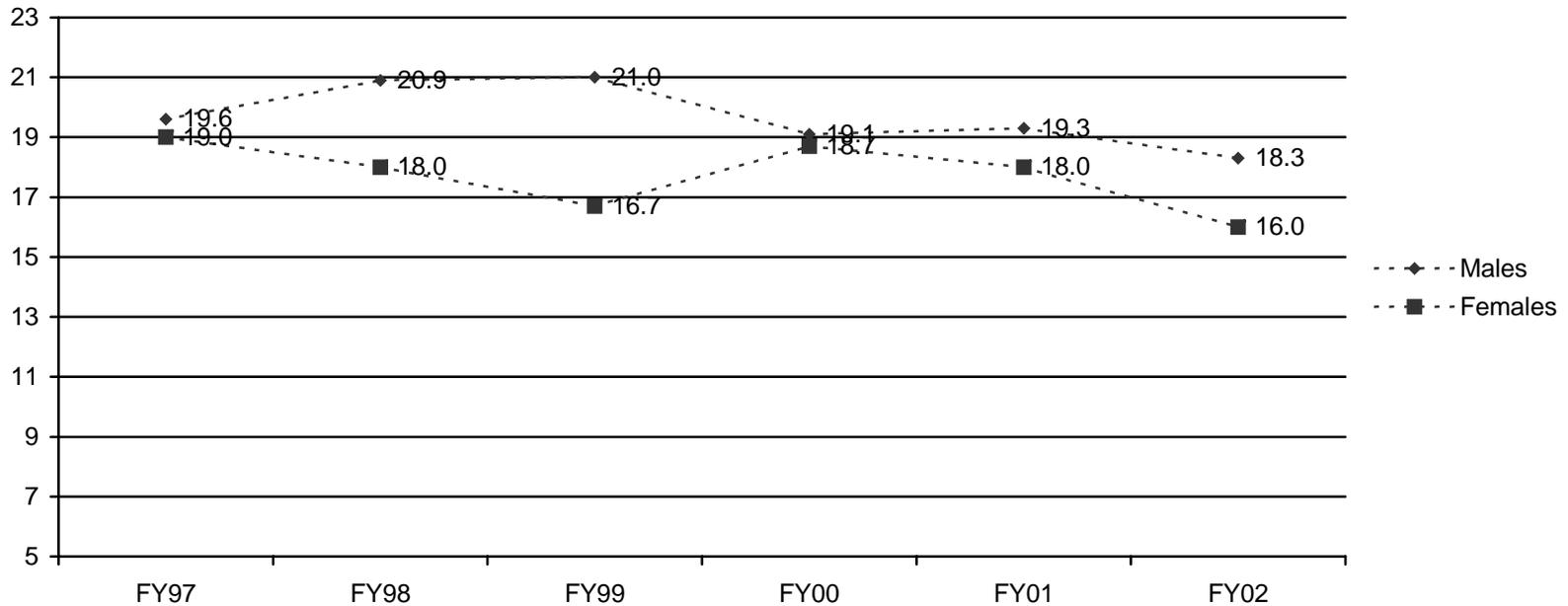
New Commitment Trends



NUMBER OF NEW COMMITMENTS BY GENDER						
	FY97	FY98	FY99	FY00	FY01	FY02
Males	221	217	208	185	183	176
Females	64	62	50	53	62	64
TOTAL	285	279	258	238	245	240

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Average Length of Commitment by Gender (Months)

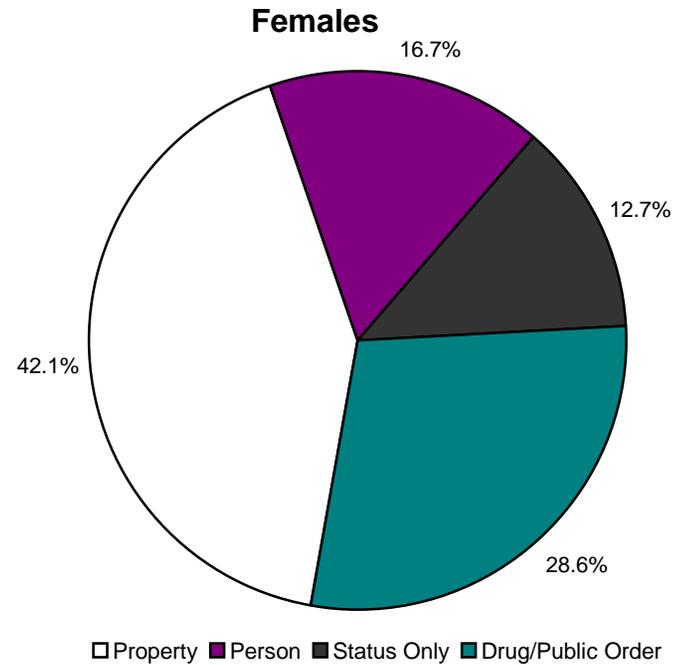
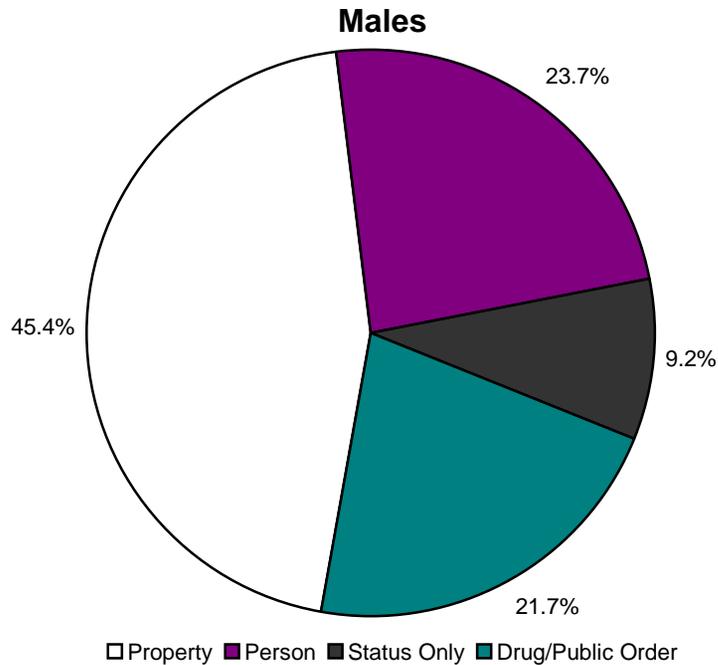


AVERAGE LENGTH OF COMMITMENTS BY GENDER**						
	FY97	FY98	FY99	FY00	FY01	FY02
Males	19.6	20.9	21.0	19.1	19.3	18.3
Females	19.0	18.0	16.7	18.7	18.0	16.0
TOTAL	19.5	20.4	20.0	19.0	19.0	17.7

** Average length of stay based upon fiscal year of release from DJS custody

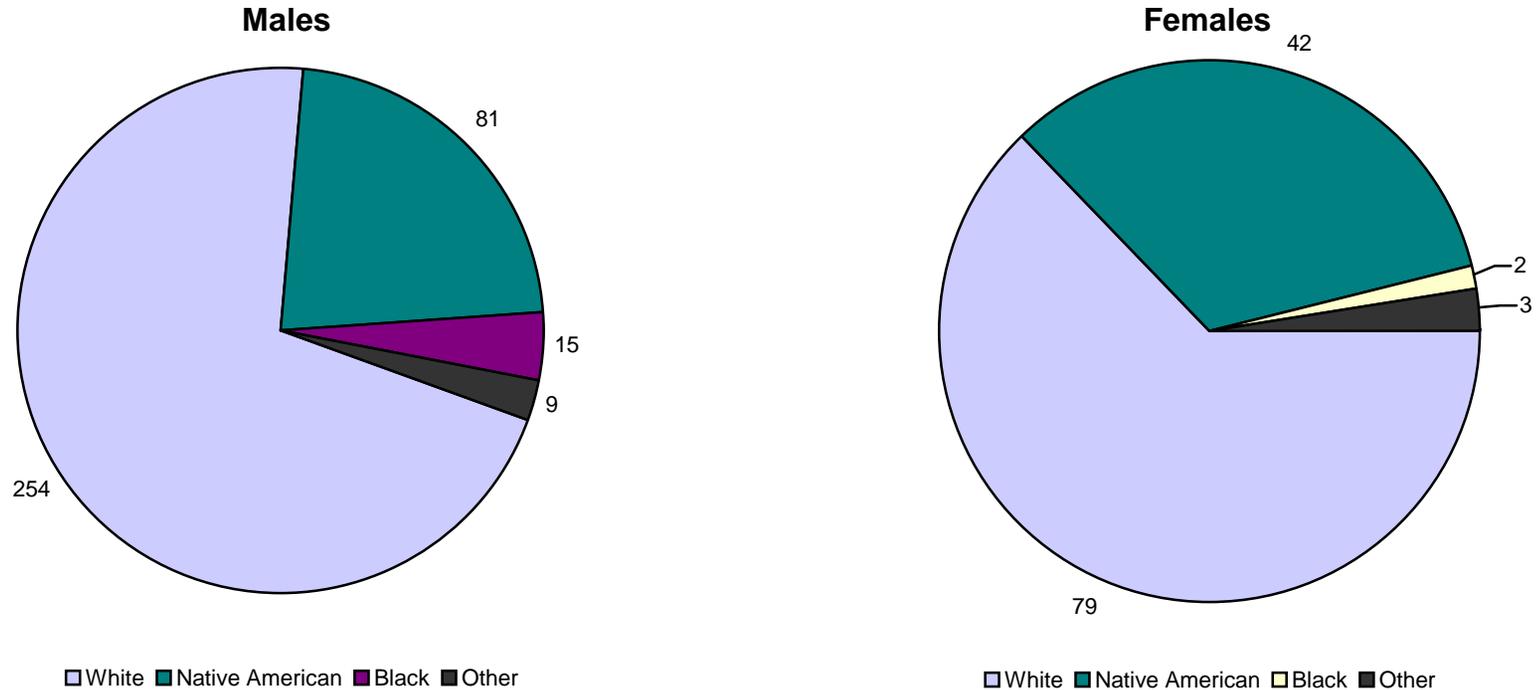
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New Commitments by Offense Category



Category	Number of Commits**		Percent of Total	
	Males	Females	Males	Females
PERSON	85	21	23.7%	16.7%
PROPERTY	163	53	45.4%	42.1%
DRUG/PUB.ORDER	78	36	21.7%	28.6%
STATUS ONLY	33	16	9.2%	12.7%
TOTALS	359	126	100.0%	100.0%

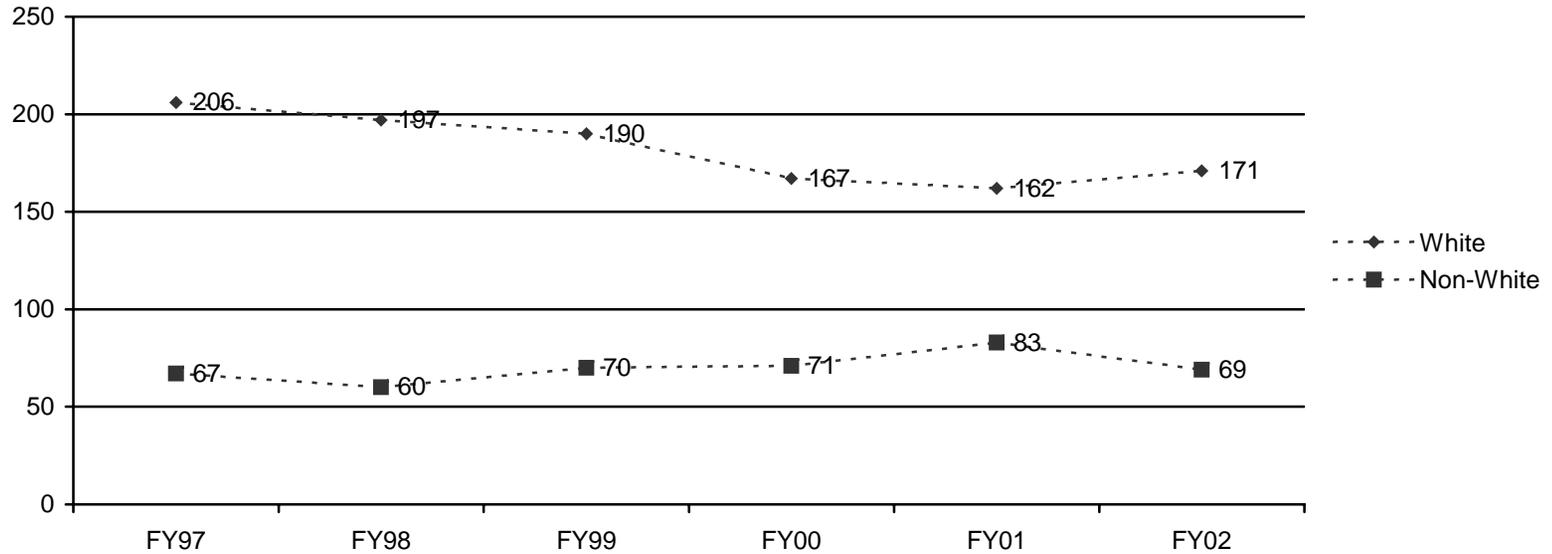
New Commitment Trends by Race



	Other	Black	Native American	White	% Non-White
Males	9	15	81	254	29.2%
Females	3	2	42	79	37.3%
TOTAL	12	17	123	333	31.3%

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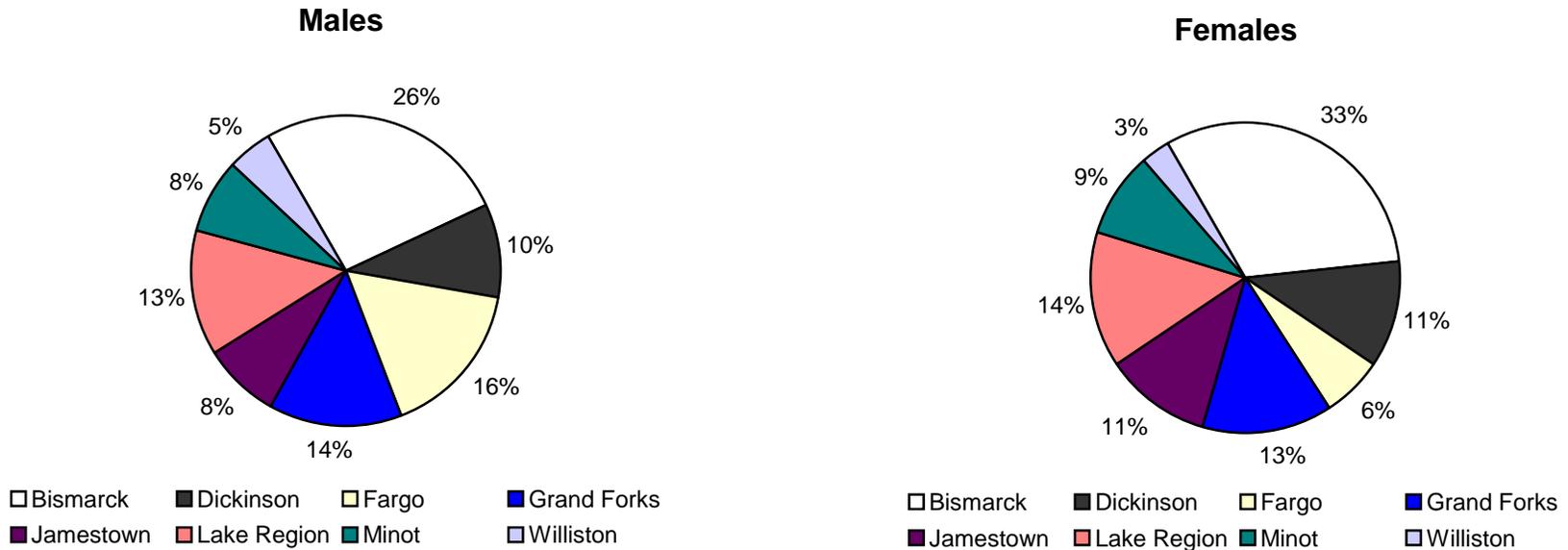
New Commitment Trends by Race by Fiscal



	Other	Black	Native American	White	% Non-White
FY97	1	8	58	206	24.5%
FY98	1	4	55	197	23.3%
FY99	6	5	59	190	26.9%
FY00	4	4	63	167	29.8%
FY01	9	10	64	162	33.9%
FY02	3	7	59	171	28.8%

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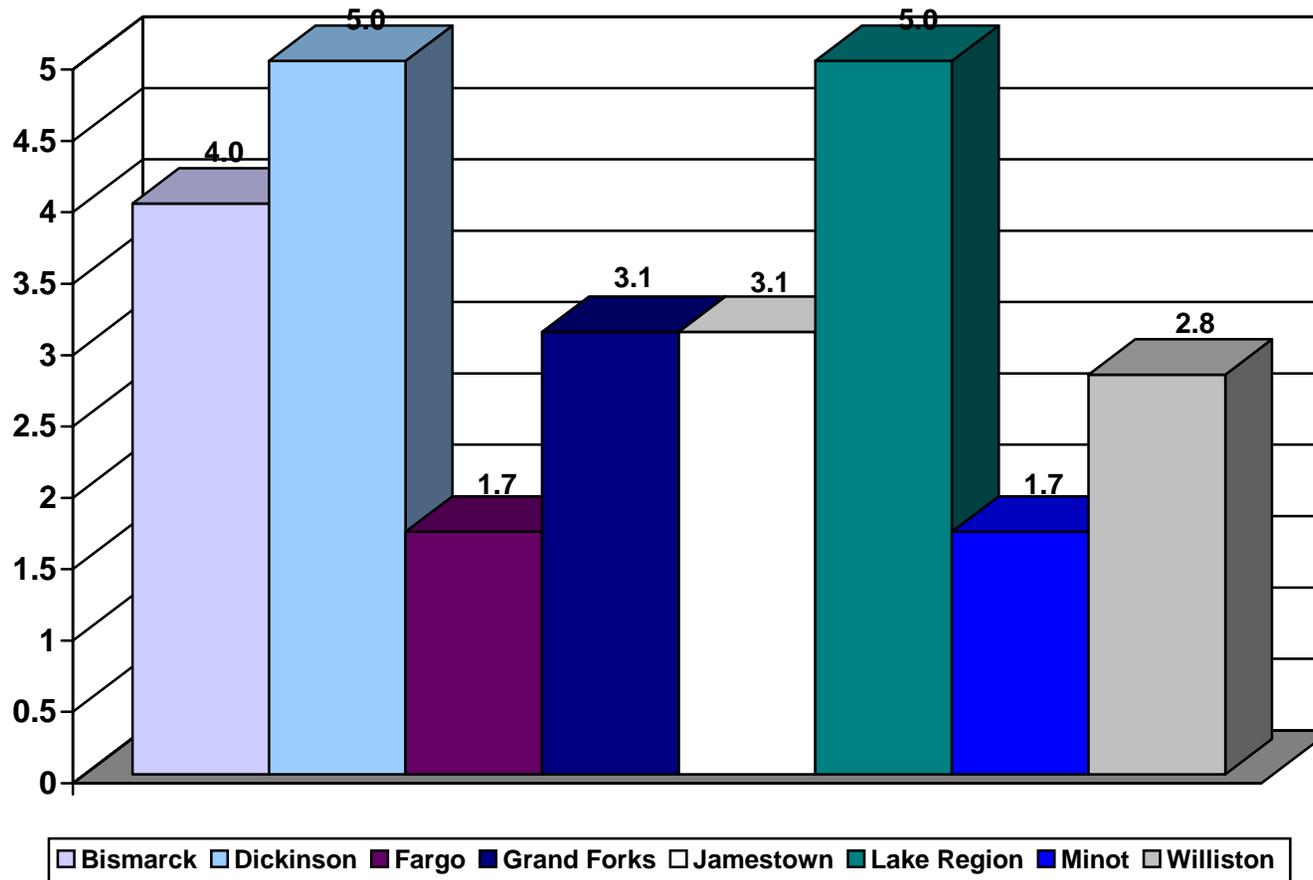
New Commitments by Region



	Total Number		Juvenile Popula- tion	Total Per 1000
	Males	Females		
Bismarck	95	40	33,664	4.0
Dickinson	35	14	9,742	5.0
Fargo	58	8	38,639	1.7
Grand Forks	50	17	21,786	3.1
Jamestown	29	14	14,069	3.1
Lake Region	47	18	13,064	5.0
Minot	28	11	22,495	1.7
Williston	17	4	7,390	2.8
Total	359	126	160,849	3.0

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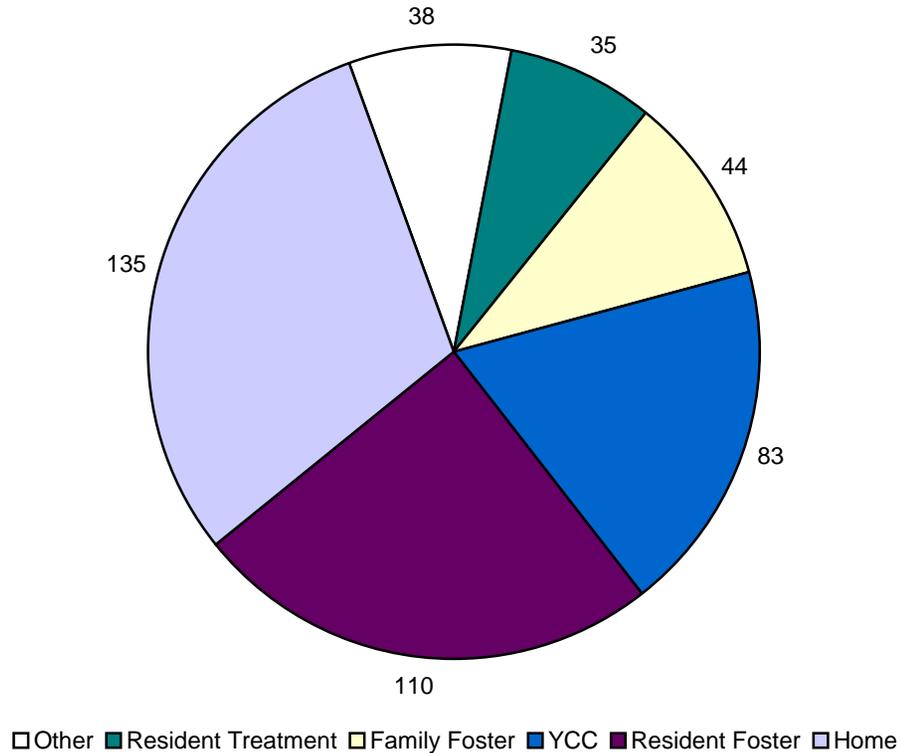
New Commitments by Region Total Per 1000 Youth in Region



REGION	Total Per 1000
Bismarck	4.0
Dickinson	5.0
Fargo	1.7
Grand Forks	3.1
Jamestown	3.1
Lake Region	5.0
Minot	1.7
Williston	2.8
Total	3.0

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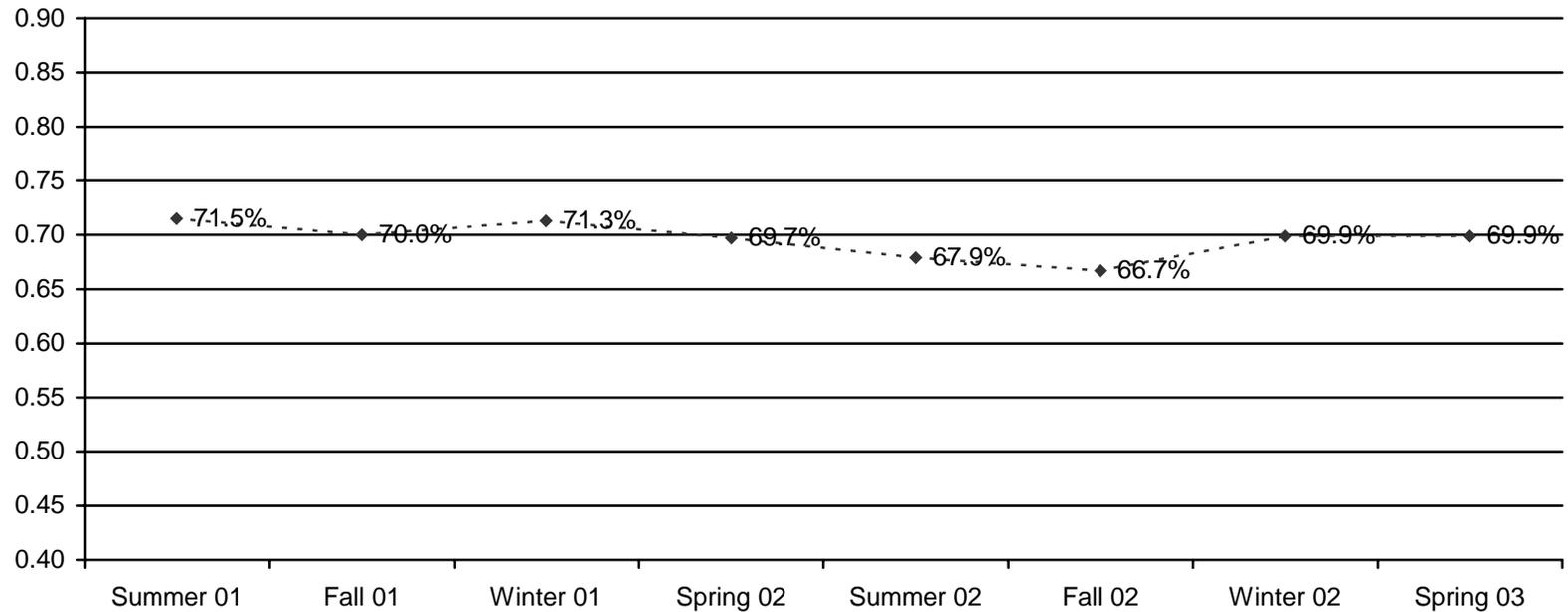
Average Daily Population in Custody by Placement



Placement	Other	Residential Treatment	Family or Therapeutic Foster Care	YCC	Residential Foster Care	Home	Total
Number	38	35	44	83	110	135	445
Percent	8.5%	7.9%	9.9%	18.7%	24.7%	30.3%	100.0%

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Percent of Youth in Out-of-Home Placement



Percent of Youth in Out-of-Home Placement Based on One-Day Counts							
Summer 01	Fall 01	Winter 01	Spring 02	Summer 02	Fall 02	Winter 02	Spring 03
71.5%	70.0%	71.3%	69.7%	67.9%	66.7%	69.9%	69.9%

DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

The North Dakota Youth Correctional Center (NDYCC) is the state's secure juvenile correctional institution and operates within the Division of Juvenile Services (DJS). The NDYCC serves as a secure detention and treatment facility for adjudicated juveniles who require the most restrictive placement, maximum staff supervision, and provides appropriate programming to address delinquent behavior.

MISSION

The basic mission of the NDYCC is to protect society while providing education, detention, and therapeutic services to troubled adolescents within a safe and secure environment. Juveniles at the NDYCC are prepared to return to a less restrictive environment in their communities with the skills to choose more appropriate behavior and to find success in life. The NDYCC accomplishes its mission with a dedicated professional staff who cares about young people and by emphasizing the three rehabilitative factors of structure, accountability, and relationship.

JUVENILE TREATMENT PROGRAMMING

Juveniles committed to the NDYCC share many of the characteristics of typical adolescents. Their transition from

childhood to adulthood, however, has been unsuccessful often because they have not received appropriate nurturing, guidance, or encouragement. Several specific treatment programs have been implemented to assist the youth at the NDYCC to make the transition successfully into adulthood.

EQUIP:

The NDYCC continues to implement a treatment modality entitled, Educating for Quality by Understanding Interpersonal Potential (EQUIP). EQUIP is an identity oriented treatment approach focusing on cognitive restructuring, anger management, social skills, and social decision-making.

Drug and Alcohol Programming: The majority of the NDYCC juveniles arrive at the institution with drug and alcohol related problems. The NDYCC provides Drug/Alcohol Counseling by licensed addiction counselors. The NDYCC's Drug and Alcohol Program has been licensed by the State Division of Substance Abuse as an Intensive Outpatient and Low Intensive Outpatient Program.

Psychiatric and Psychological

Services: The purchase of a service contract provides psychiatric and psychological services to the NDYCC juveniles. The service includes psychiatric evaluations, medication assessments, consultations, extensive individual therapy and staff training.

Pre-Treatment Program for Sex

Offenders: Juveniles identified by the courts as either victims or perpetrators receive pre-treatment programming by the NDYCC counselor and a qualified therapist from West Central Human Services. This team joins in the development of a pre-treatment program designed to prepare the juveniles for more intensive therapy upon release.

Special Management Program (SMP):

In an effort to reach those juveniles who, for one reason or another, repeatedly fail in their efforts to succeed, NDYCC has developed a Special Management Program (SMP). This intensive program provides a highly structured, therapeutic, secure living and educational environment within Pine Cottage. This program has been designed to meet the needs of those juveniles who have been assessed as needing intensive behavioral treatment and educational programming, and for those high-risk juveniles who may be a danger to themselves or others. This program enables juveniles to earn their way into the mainstream treatment and educational programs in other cottages.

Security Intervention Group (SIG)

Program: The NDYCC maintains a Zero-Tolerance approach to gangs and gang activity. Staff members deal with any display of gang activity or gang affiliation

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immediately. The purpose of the SIG Program is to inform, educate, and provide juveniles with alternatives to gang activity and gang affiliation.

JUVENILE EDUCATION PROGRAMMING

The NDYCC provides adjudicated adolescents an opportunity to complete or progress toward completing their education course work in the attainment of a high school diploma or their GED while in residence. Fully accredited by North Central Association of Colleges and Schools, the State Department of Public Instruction, and the State Board of Career and Technical Education, the education program is known formally as Marmot Schools. In addition to the academic, remedial, and special education course work already in place, special emphasis is placed upon elective classes in the vocational areas of Technology Education, Building Trades, Welding and Auto Technology.

Marmot Schools employs career preparation and vocational counseling.

ADMINISTRATIVE MANAGEMENT

PROGRAMMING

ACA Accreditation: The North Dakota Youth Correctional Center received full accreditation by the American Correctional Association (ACA) in August 1999. Through ACA accreditation, the NDYCC is able to maintain a balance between protecting the public and providing an environment that safeguards the life, health, and safety of staff and offenders. Standards set by ACA reflect practical up-to-date policies and procedures and function as a management tool for over 12,000 correctional agencies in the United States.

Performance Based Standards: A very positive influence upon improving the quality of care of the North Dakota Youth Correctional Center has been its involvement in a national project called Performance Based Standards. These standards provide a basis for the facility to make self improvements and to establish an ongoing focus of excellence within the institution. It also provides a basis for the facility to compare itself and its program outcomes to numerous other facilities throughout the country.

NCA Accreditation: The educational program has received accreditation by the North Central Accreditation (NCA). The accreditation endorsement received its entitled "Transitions," which focuses upon

preparing students to return to their local or alternative educational programs. NCA Accreditation is a public declaration of constant educational improvement.

PLANT FACILITIES PROGRAMMING

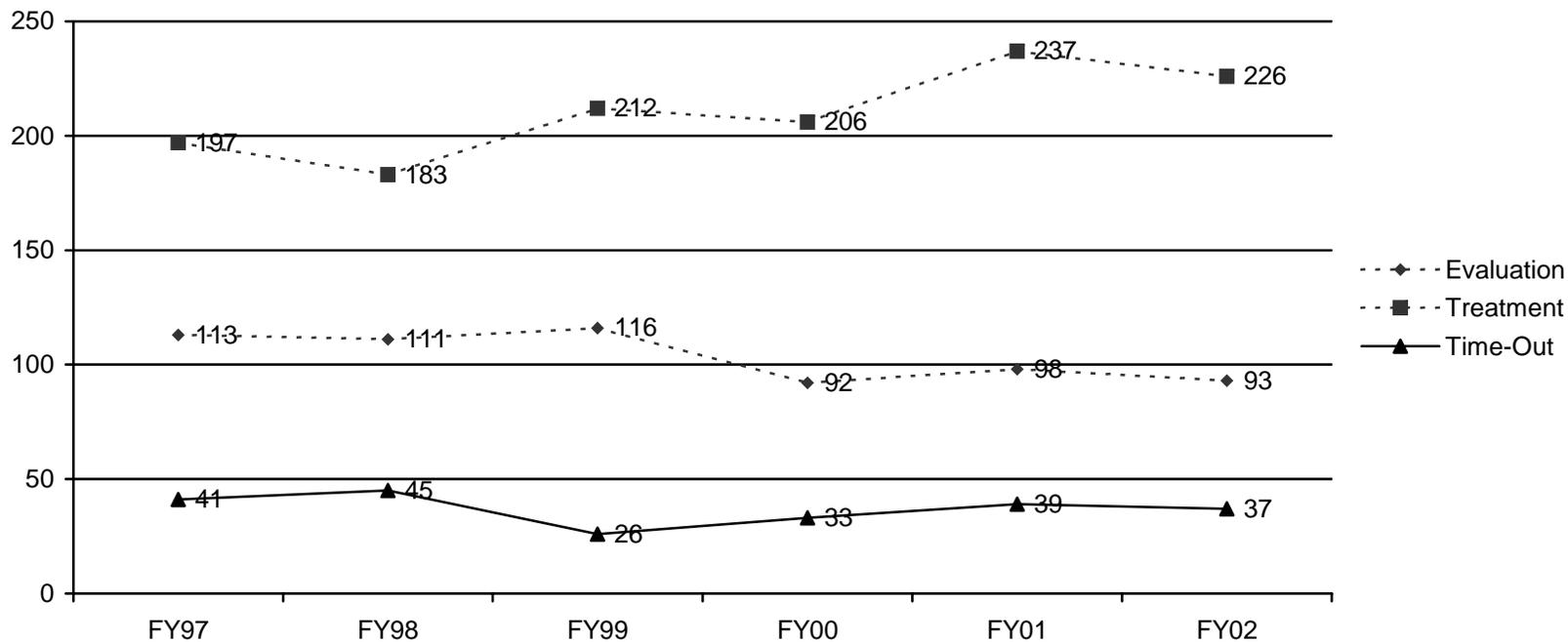
Major Projects: The following major project was completed this biennium:

- 1) Fire Suppression System in Brown Cottage.

Extra-Ordinary Repairs: The following projects were accomplished during this biennium:

- 1) Exterior Renovation of Heating Plant.
- 2) Phase I Renovation of doctors, nurses, waiting room, and Medical Storage Area in Hickory Cottage.
- 3) Roof Replacements on all shingled roofs and metal roofs on grounds.
- 4) ADA Issue involving hallway renovation in school building.
- 5) Restroom renovation in Maple Cottage.

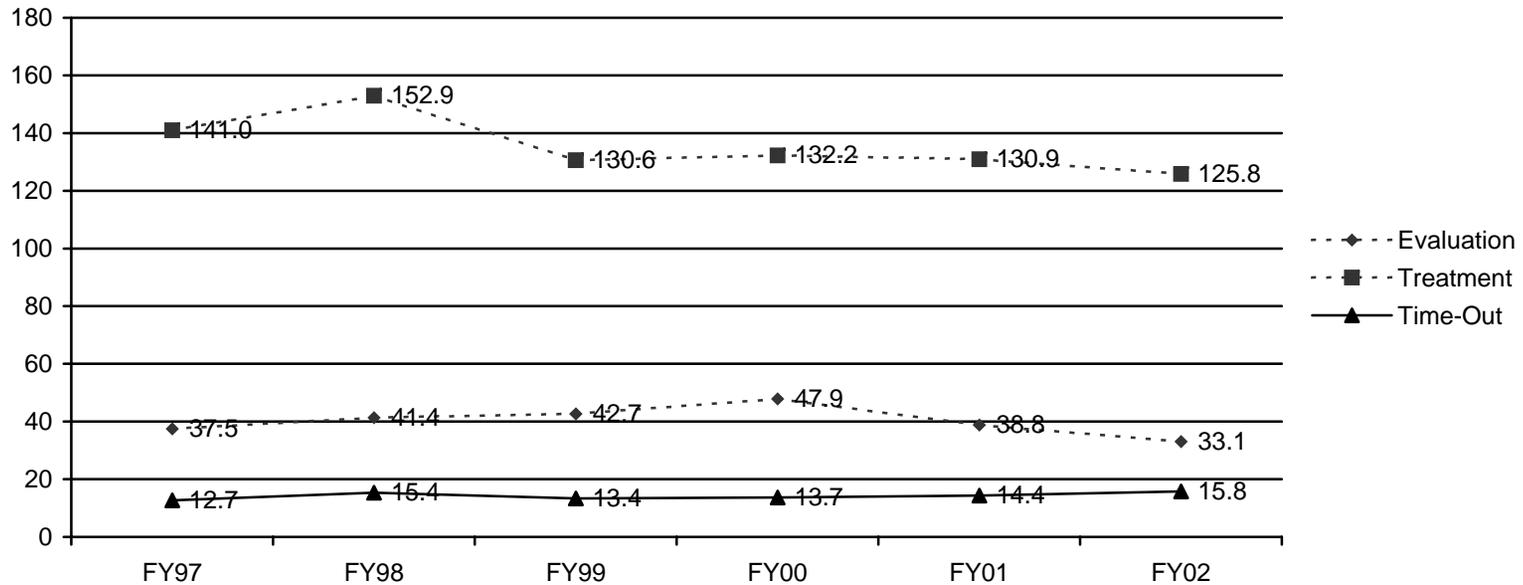
Admissions Trends by Type



NUMBER OF ADMISSIONS BY TYPE						
	FY99	FY00	FY01	FY00	FY01	FY02
Evaluation	113	111	116	92	98	93
Treatment	197	183	212	206	237	226
Time-Out	41	45	26	33	39	37

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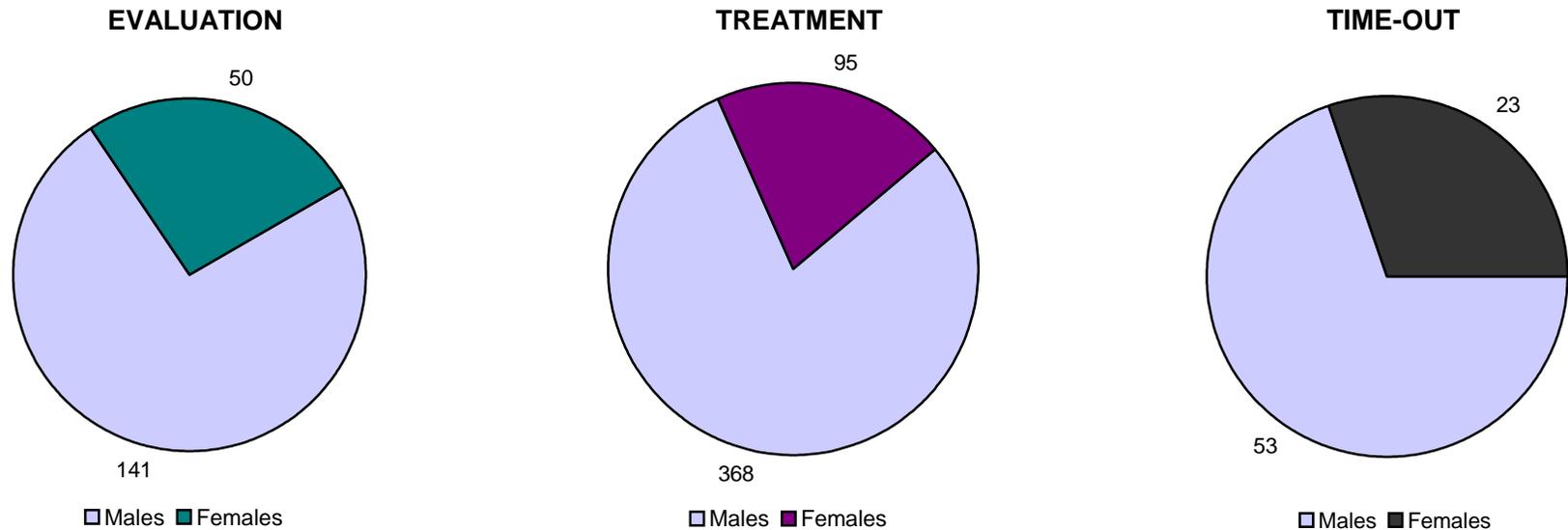
Average Length of Stay by Admission Type



AVERAGE LENGTH OF STAY BY ADMISSION TYPE (DAYS) **						
	FY97	FY98	FY99	FY00	FY01	FY02
Evaluation	37.5	41.4	42.7	47.9	38.8	33.1
Treatment	141.0	152.9	130.6	132.2	130.9	125.8
Time-Out	12.7	15.4	13.4	13.7	14.4	15.8

** Average length of stay based upon fiscal year of release from YCC.

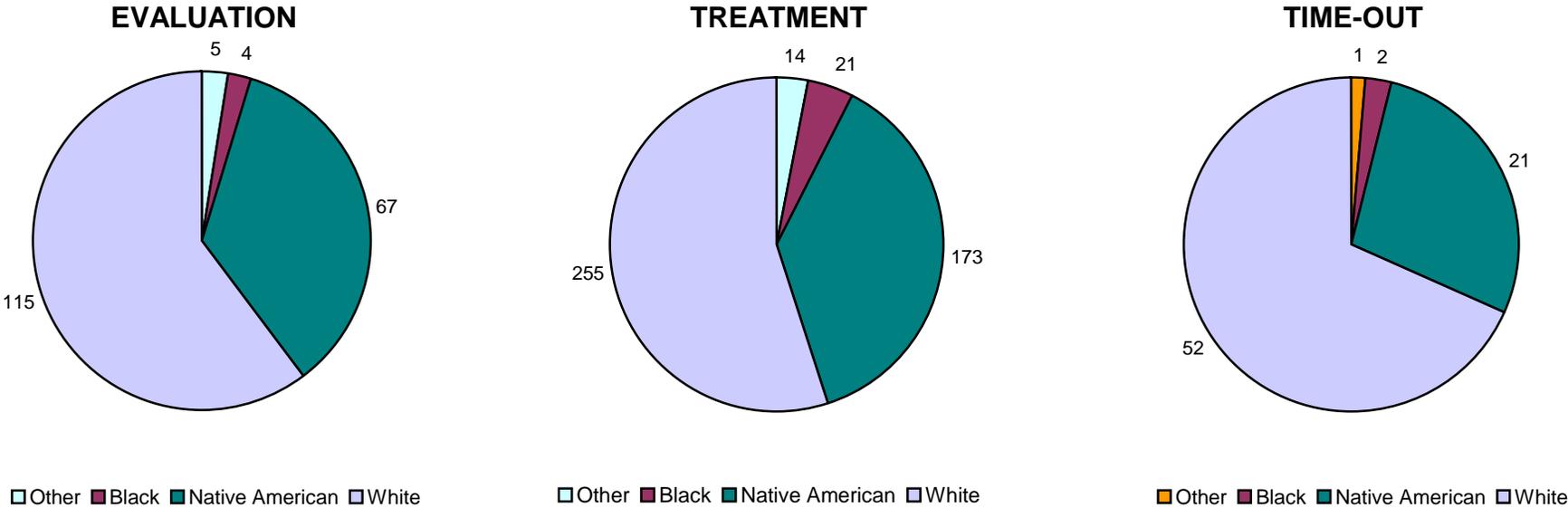
Admissions by Type and Gender



Admissions by Type and Gender			
	Males	Females	% Male
Evaluation	141	50	74%
Treatment	368	95	79%
Time-Out	53	23	70%

Average Age at Admission			
	Male	Female	All
Evaluation	15.6	15.5	15.6
Treatment	16.3	15.9	16.2
Time-Out	16.4	16.0	16.2

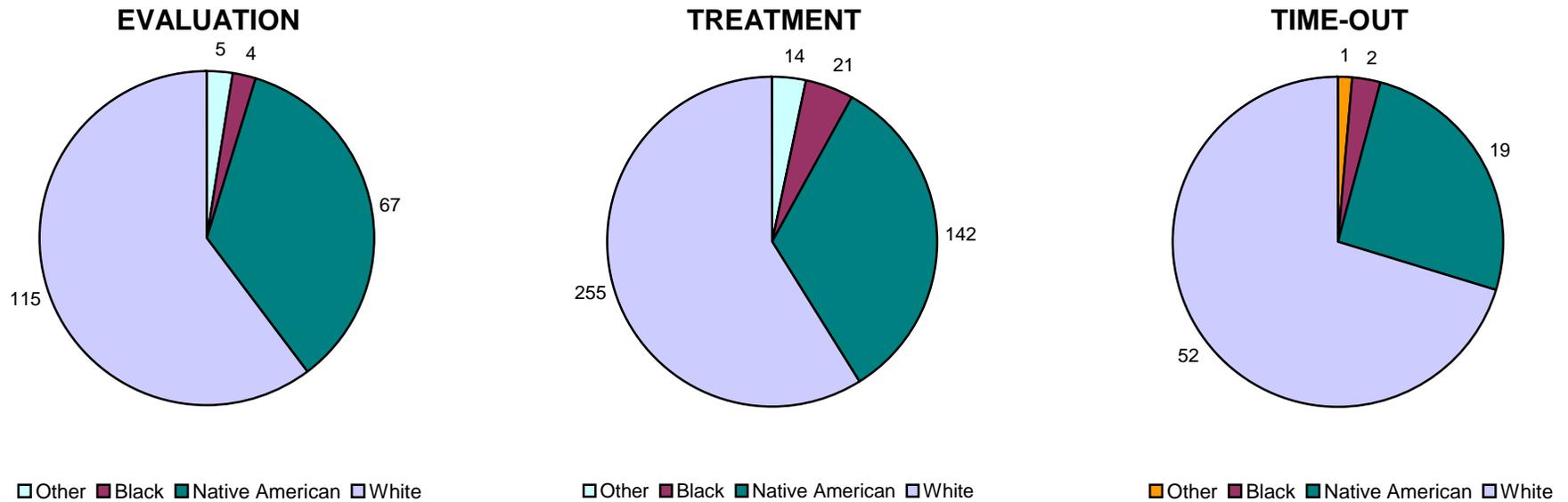
Admissions by Type and Race



Includes Placements by Bureau of Indian Affairs and Bureau of Prisons

Admissions by Type and Race

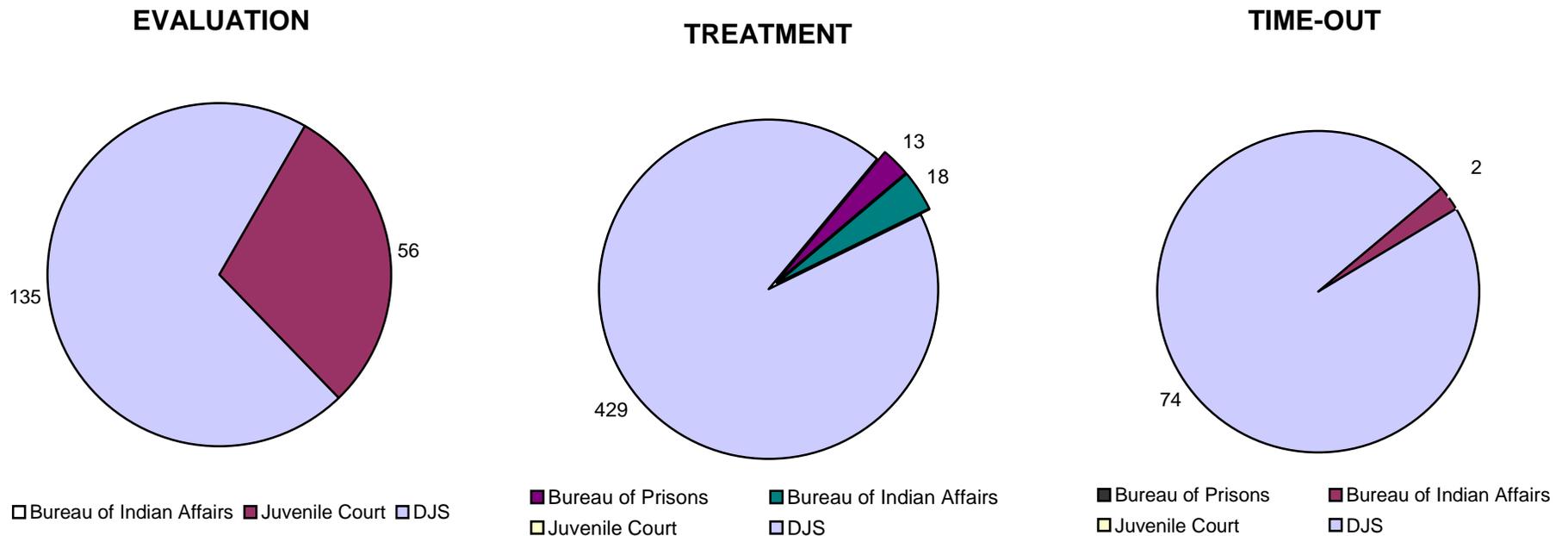
Excludes Placements by Bureau of Indian Affairs and Bureau of Prisons



	Other	Black	Native American	White	% Non-White
Evaluation	5	4	67	115	40%
Treatment	14	21	142	255	41%
Time-Out	1	2	19	52	30%

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Admissions by Type and Placing Agency



	Bureau of Prisons	Bureau of Indian Affairs	Juvenile Court	DJS	Total
Evaluation	0	0	56	135	191
Treatment	13	18	0	432	463
Time-Out	0	2	0	74	76