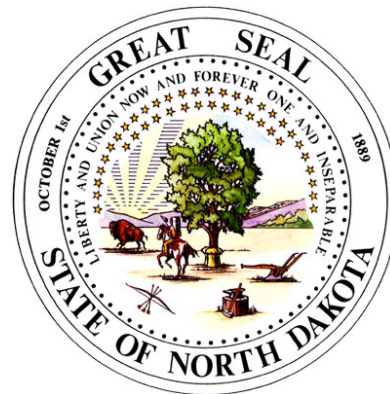


**NORTH DAKOTA  
DEPARTMENT OF CORRECTIONS AND REHABILITATION**

**BIENNIAL REPORT**

**TO THE  
GOVERNOR  
OF  
NORTH DAKOTA**



FOR THE PERIOD COVERING  
**JULY 1, 2003 – JUNE 30, 2005**

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**SUBMITTAL  
LETTER**



## DEPARTMENT OF CORRECTIONS AND REHABILITATION

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### SUBMITTAL LETTER

November 2005

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

Dear Governor Hoeven:

I am pleased to submit the Department of Corrections and Rehabilitation 2003-2005 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,

Leann K. Bertsch  
Director





## **DOCR OVERVIEW**

Leann K. Bertsch, Director

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### **DEPARTMENT OF CORRECTIONS AND REHABILITATION**

The challenges and accomplishments for the 2003-2005 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 until July 2003. The Missouri River Correctional Center (MRCC) in southwest Bismarck houses minimum-security male inmates. 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 (TRCU) 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. Rough Rider Industries has recently constructed a building on the grounds. Rough Rider Industries provides work for about 50 inmates.

## **DOCR OVERVIEW**

Leann K. Bertsch, Director

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The main building known as the ET building is a six-floor structure with a maximum designed capacity of 365 inmates. Funding was received in the 2005 legislative session for the conversion of the kitchenettes to 5 person dorms on floors two through five. This conversion will add 20 beds to JRCC's designed capacity. Special Assistance Unit houses up to 24 inmates with mentally ill or special needs. 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 twelve male dormitories. Two of the twelve dormitories will be used for a new program authorized by the 2005 Legislature. The new program called the "Rapid Intervention Program" is for parole violators who have relapsed. The program will address chemical addition and cognitive programming. 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 four 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 the court extend the term of commitment.

During the intake phase, the Corrections Specialist conducts or

## **DOCR OVERVIEW**

Leann K. Bertsch, Director

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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 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.

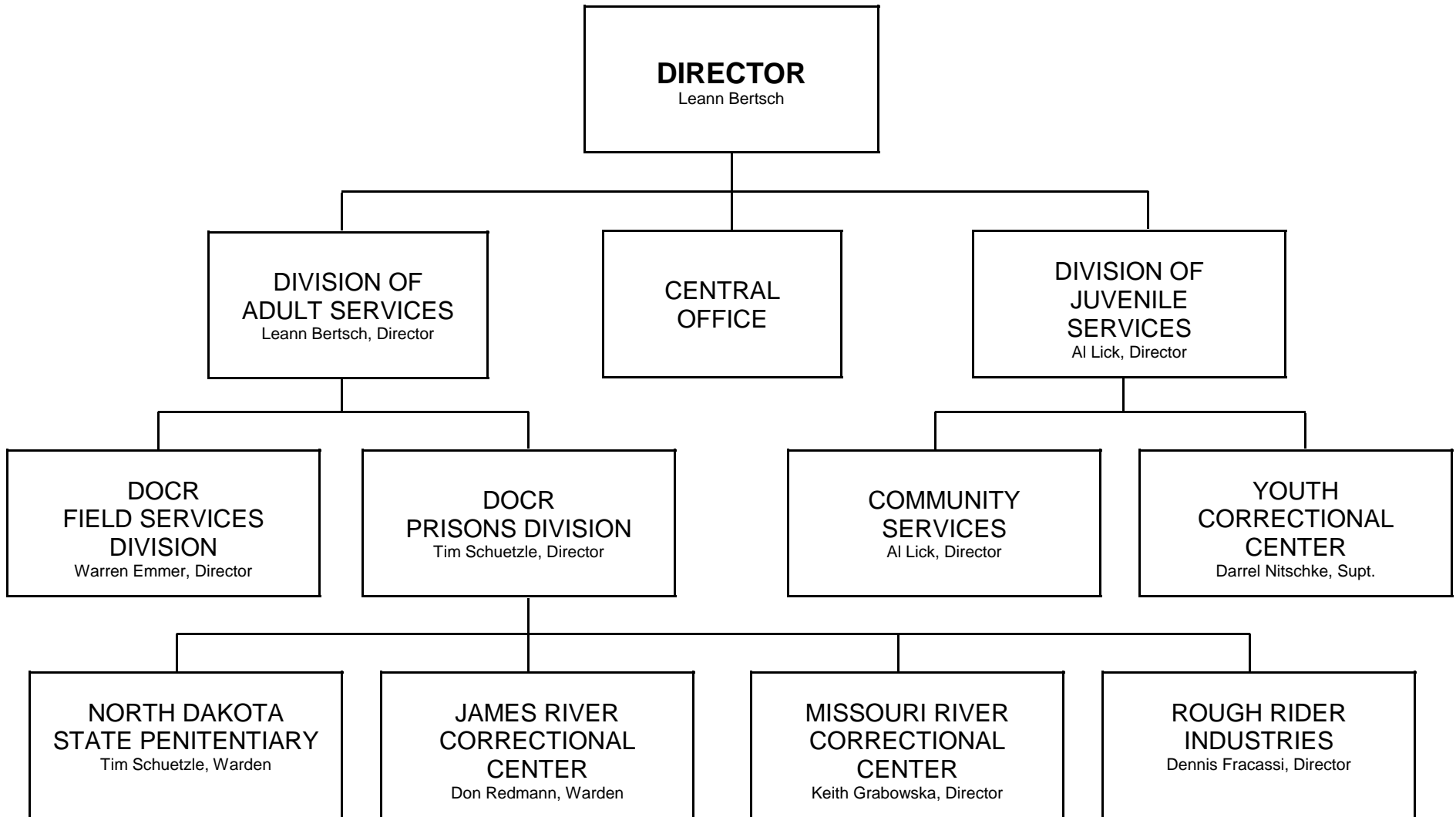
Overall, NDYCC strives to provide high quality treatment and educational services in a way that can be flexibly interfaced with other residential facilities, community based programs and schools. Youth have the opportunity to move into and out of the institution without setting back their treatment or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

**ORGANIZATIONAL  
CHART**

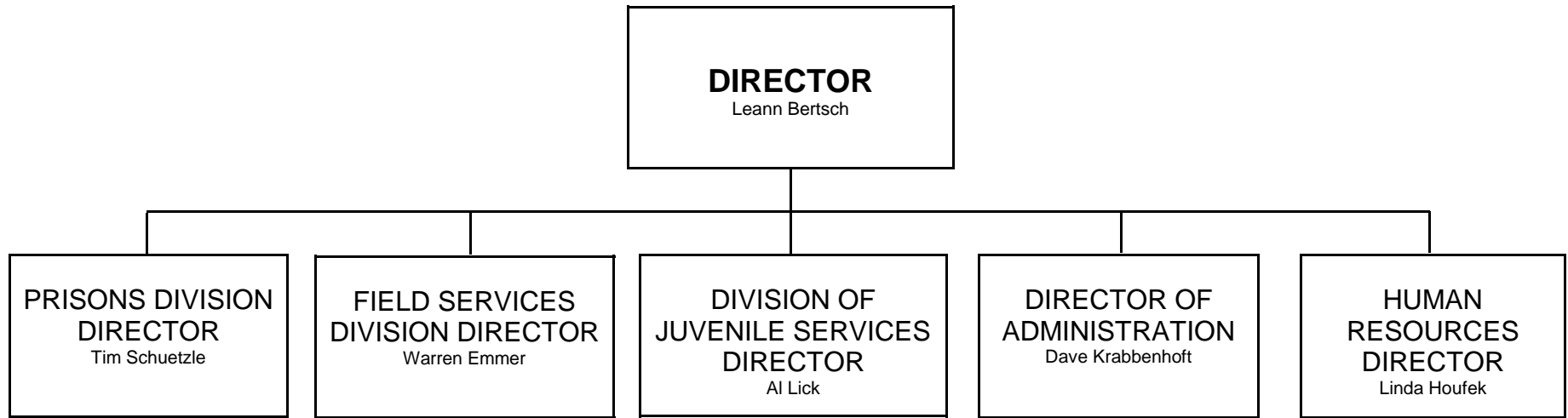
North Dakota Department of Corrections and Rehabilitation  
**DEPARTMENT OF CORRECTIONS AND REHABILITATION**  
Leann Bertsch, Director

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## DOCR Organizational Chart



## DOCR Management Reporting Structure

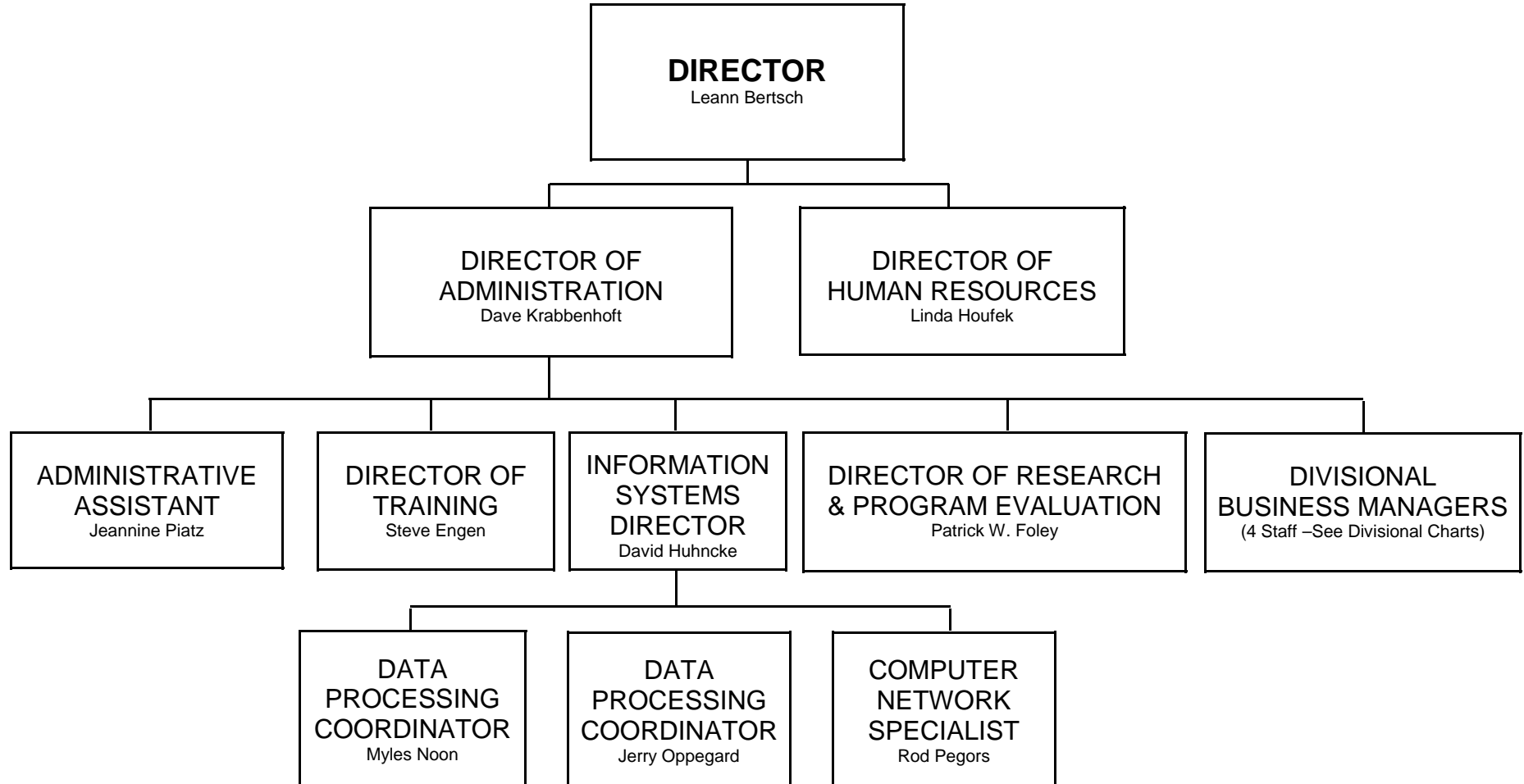


**CENTRAL  
OFFICE**

North Dakota Department of Corrections and Rehabilitation  
**DEPARTMENT OF CORRECTIONS AND REHABILITATION**  
Leann Bertsch, Director

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## Central Office





# FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

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## 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

For the 2003—2005 biennium, the total appropriation to the Department of Corrections and Rehabilitation (DOCR) was \$117.1 million (\$83.5 million general funds; \$33.6 million other funds). The above amount includes a \$1.7 million general fund deficiency appropriation provided by the 59th Legislative Assembly. As noted by the need for a deficiency appropriation, the DOCR encountered significant budget issues during the 2003—2005 biennium. Although the driving force behind the budget issues continues to be a growing inmate/offender

population, other factors such as medical and utility costs, employee workload and compensation, declining federal appropriations, and an aging building infrastructure have and will continue to significantly impact DOCR appropriations.

The 58<sup>th</sup> Legislative Assembly authorized the following major initiatives:

- James River Correctional Center (JRCC) Phase II—Funding was provided, through the issuance of bonds, in the amount of \$2.6 million to expand the footprint of the JRCC on the grounds of the North Dakota State Hospital. The project involved the transfer of ownership of the State Hospital's food service and laundry facilities to the JRCC. The buildings were then retrofitted to a correctional setting. As a result of JRCC Phase II, the JRCC now provides food and laundry service to the State Hospital.
- Female Inmate Housing—Funding in the amount of \$6.6 million was provided to contract with a county facility to house female inmates sentenced to the DOCR. This funding allowed the DOCR to convert the JRCC to an all male facility. In addition it allowed the DOCR to contract with the Southwest Multi County Correctional Center (SWMCCC) to house female inmates. With the female inmate housing contract in hand SWMCCC opened the Dakota Women's Correctional and Rehabilitation Center (DWCRC) in New England, ND. The DWCRC is an all female facility and is now the main facility used by the DOCR to house female inmates.

# FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

## REVENUES / TRANSFERS

Business	\$ 2,056,051
Intergovernmental Revenue	\$ 10,470,030
In-State Transfers	\$ 6,088,638
Charges for Services	\$ 691,696
Miscellaneous Revenue	\$ 233,345
Rough Rider Industries	\$ 6,576,232
Transfer from General Fund	<u>\$83,458,031</u>

**TOTAL REVENUES / TRANSFERS** \$109,574,023

General Fund	\$ 83,463,740
Federal Fund	\$ 13,301,065
Special Fund	\$ 12,809,218

## EXPENDITURES

Salaries	\$ 36,113,646
Temporary/Overtime	\$ 3,043,560
Benefits	\$ 13,493,905
Rough Rider Salaries & Benefits	<u>\$ 2,360,810</u>
<b>Total Salaries and Benefits</b>	\$ 55,011,921

Travel	\$ 1,342,374
IT - Software / Supplies	\$ 66,387
Professional Supplies	\$ 229,639
Food / Clothing	\$ 4,587,435
Building / Grounds Supplies	\$ 1,119,828
Miscellaneous Supplies	\$ 275,479
Office Supplies	\$ 237,025
Postage	\$ 138,335
Printing	\$ 100,535

IT Equipment Under \$5,000	\$ 109,133
Equipment Under \$5,000	\$ 203,965
Utilities	\$ 2,632,324
Insurance	\$ 437,657
Rentals / Leases	\$ 542,629
Repairs	\$ 591,097
IT - Data Processing	\$ 522,038
IT - Communications	\$ 469,642
IT - Other	\$ 125,214
Professional Development	\$ 231,504
Operating Fees and Services	\$ 16,554,212
Professional Services	\$ 5,203,367
Medical / Dental / Optical	\$ 3,477,020
Rough Rider Industries	<u>\$ 4,548,972</u>

**Total Operating Expenses** \$ 43,745,811

Land & Buildings	\$ 2,726,105
Equipment Over \$5,000	\$ 34,294
Other Capital Payments	\$ 2,630,332
Rough Rider Industries	<u>\$ 165,542</u>

**Total Capital Assets** \$ 5,556,273

Grants	<u>\$ 6,280,024</u>
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**Total Grants Benefits & Claims** \$ 6,280,024

**TOTAL EXPENDITURES** \$110,594,029

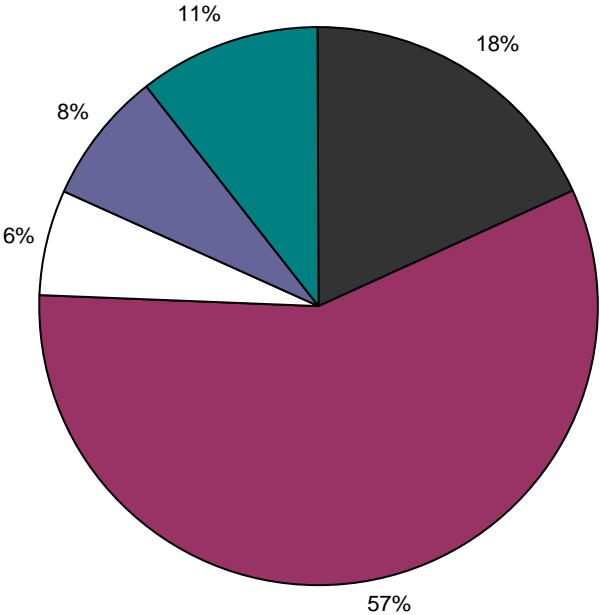
General Fund	\$ 83,458,031
Federal Fund	\$ 13,144,502
Special Fund	\$ 13,991,496

# FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

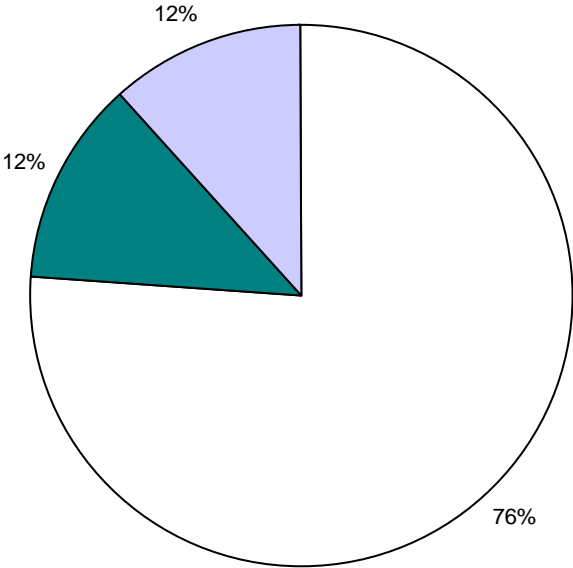
## Summary of Revenues/Transfers

By Division



- Field Services \$20,228,992
- Prisons Division \$62,702,620
- Rough Rider Industries \$6,576,232
- DJS/Community Services \$8,405,369
- DJS/Youth Correctional Center \$11,660,810

By Funding Source



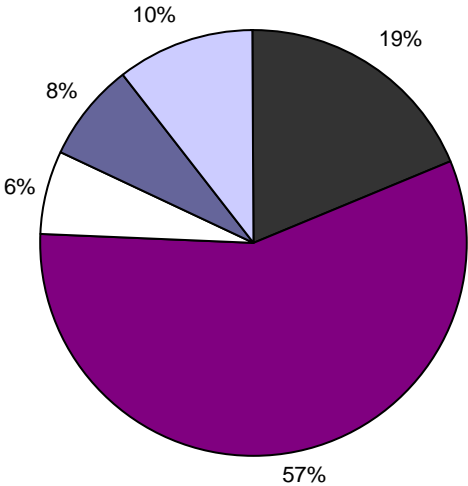
- General Funds \$83,463,740
- Federal Funds \$13,301,065
- Special Funds \$12,809,218

# FISCAL REPORT

Dave Krabbenhoft, Fiscal Director

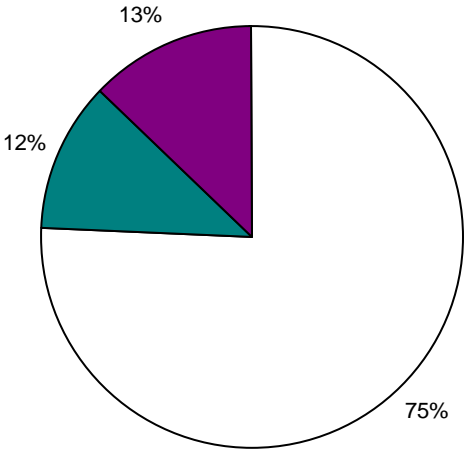
## Summary of Expenditures

**BY DIVISION**



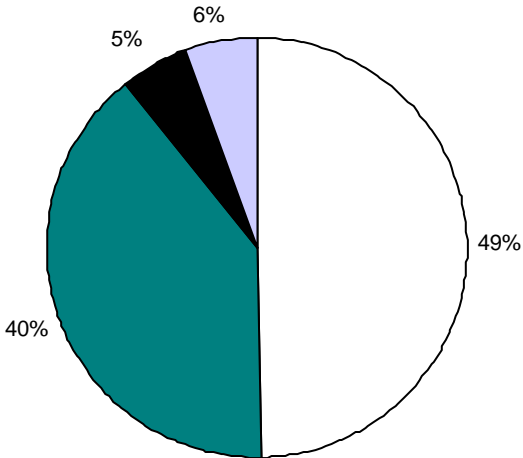
- Field Services \$20,820,943
- Prisons Division \$62,592,704
- Rough Rider Industries \$7,075,324
- DJS/Community Services \$8,566,184
- DJS/Youth Correctional Center \$11,538,874

**BY FUNDING SOURCE**



- General Funds \$83,458,031
- Federal Funds \$13,144,502
- Special Funds \$13,991,496

**BY TRADITIONAL LINE ITEM**



- Salaries and Benefits \$55,011,921
- Operating Expenses \$43,745,811
- Capital Assets \$5,556,273
- Grants \$6,280,024

# HUMAN RESOURCES DIVISION REPORT

Linda Houfek, Director of Human Resources

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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 and its divisions. The DOCR Human Resources Director is located in the Central Office. This position works closely with the designated Human Resource (HR) staff in each of the divisions within the DOCR to carry out the HR functions. 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
- Compliance with HR related federal/state laws and ND Administrative Code
- Analyze data and prepare statistical reports related to the payroll and HR functions

Major Human Resources issues for the 2003-2005 Biennium were as follows.

- Coordinated the process to add the 29 FTE (new positions to DOCR) approved by the 58th Legislative Assembly for the ND Department of Corrections and Rehabilitation.
- Coordinated HR efforts to review the salaries of DOCR staff in relation to other state employees. HR staff worked with the compensation staff at Human Resource Management

Services (HRMS) to develop a formula to determine the compensation necessary to align the DOCR staff with other state employees with similar grade and time. HR staff conducted salary surveys on Correctional Officers and Parole/Probation Officers to develop market data. Developed statistics and graphs used by DOCR administration to illustrate to state legislators the need to fund a 4.2 million-compensation request.

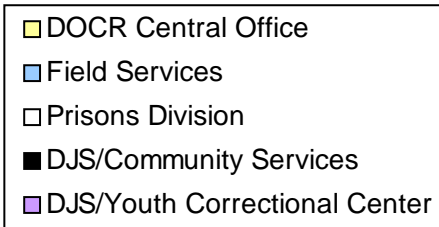
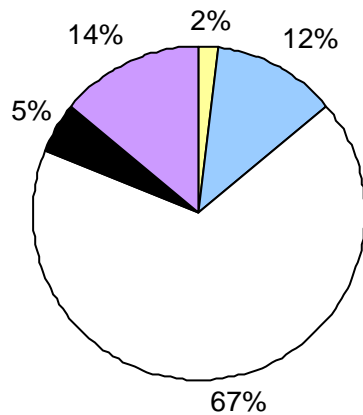
- Coordinated efforts with Human Resource Management Services to review 44 separate job classifications used by the DOCR. Nine new DOCR job classifications were created and added to the State Classification Index. Several of the new classes were additional levels to an existing class to enhance the promotional opportunities within the DOCR. Continued efforts to review and modify the DOCR job classifications minimum qualifications and to upgrade positions.
- Participated in further testing and development of the payroll, HR and benefits administration modules as a part of the Connect ND project.
- Implemented a statistical reporting component as a part of the HR function. People Soft payroll and HR modules provide agency access to several data reporting capabilities.
- Concentrated HR efforts to ensure the timely completion of staff evaluations.
- HR Director appointed to the Governor's Hiring Council.

North Dakota Department of Corrections and Rehabilitation  
**HUMAN RESOURCES DIVISION REPORT**

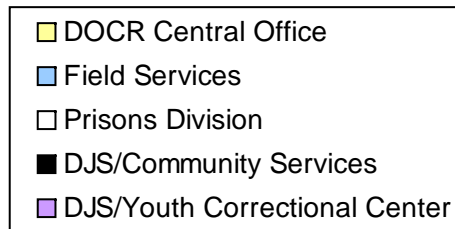
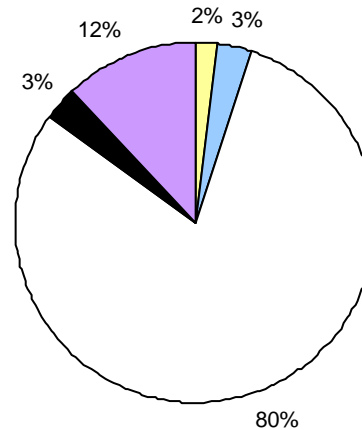
Linda Houfek, Director of Human Resources

## Statistical Data

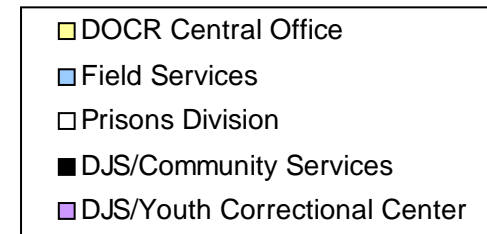
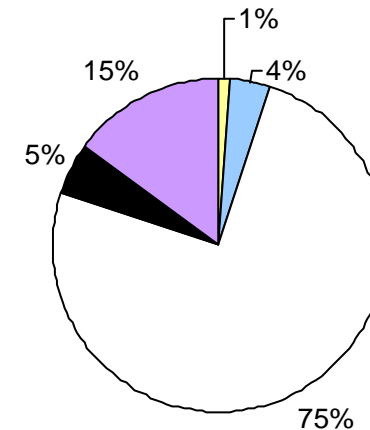
**FTE STAFF DISTRIBUTION**



**NEW HIRES\***



**TURNOVER\***



*\* Data includes Temporary Correctional Officer and Juvenile Institutional Residence Specialist positions.*

## TRAINING REPORT

Steve Engen, Director of Training

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### FUNCTION OF THE TRAINING DIVISION

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

1. Provide direction and liaison services between training divisions of the DOCR.
2. Draft and administer North Dakota Correctional Facility Rules.
3. Administer and provide County Correctional Officer Training.
4. Develop and administer DOCR Central Office training budget.
5. Provide specialized training within the DOCR Divisions.
6. Develop and provide field training to Correctional Facilities within the state.
7. Provide inspections and follow-up compliance monitoring of all adult and juvenile correctional facilities within the state.

### TRAINING HIGHLIGHTS

The 55th Legislative Assembly approved the DOCR Director Training position. 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 2003-2005 biennium.

### FOR THE FUTURE

In the future the Training Division will include web-based training between DOCR facilities and the county correctional facilities. The DOCR also plans updates in the facility inspection process making the process more streamlined while maintaining the highest integrity. 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.

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

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## PLANNING

The Department of Corrections and Rehabilitation (DOCR) has generally met with internal staff and external stakeholders for a two to three day strategic planning session during January of even numbered years. The process included evaluating the current state of affairs of the DOCR as well as identifying goals, strategies and tactics to be accomplished over the next several years.

In January 2004 the DOCR took an alternative approach to this process. All mid and upper level managers in Adult Services and the Central Office were canvassed for ideas on key issues facing the agency. They were asked to identify what they felt was important and submit their ideas to the Central Office. The responses were grouped into similar themes and a committee was appointed to work with each theme. The following five common themes were identified:

1. Medical
2. Treatment, Evidence Based Practices, Related issues
3. Human resources, Employee concerns and related issues, Legislation
4. Population management
5. Re-engineer organizational structure

Following are the goals for each area and a short description of some significant accomplishments towards those goals.

**Medical.** Provide an appropriate standard of medical care for inmates. Respond to the increased number of offenders, increased medical needs and inadequate facilities by

providing adequate facilities, medical staff and training to correctional officers.

1. Information regarding medical needs and issues was presented to stakeholders in a number of venues. The audience included legislators and other stakeholders.
2. Alternatives to the current medical delivery system and location were studied (new physical plant, existing physical plant, managed medical care model and other variables). Developed a plan for a new medical department. There is an architect design with a new Administrative Segregation (AS) Unit and Medical Department.
3. Conducted a staffing analysis for both 2004 and 2005. We have a quarterly peer review process for our medical, dental and psychiatry programs. We have also established a quality monitoring program to help improve our delivery of services. We are including the New England Prison medical department in our quarterly meetings.
4. We are doing more within the department, relying less on fluctuations in the local market. We have hired our own physician who provides primary care services at the James River Correctional Center (JRCC) and the North Dakota State Penitentiary (NDSP). We also contract nurse practitioner services for JRCC through the State Hospital. In the future we hope to hire a nurse practitioner to provide services to the Youth Correctional Center (YCC), JRCC and NDSP. The current physician could then provide services to YCC. There were significant problems with the cost of malpractice insurance for contract providers which increased the price for contract services. The state



## PLANNING AND RESEARCH REPORT

Patrick W. Foley, Director of Research and Program Evaluation

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risk management program now covers medical providers who are state employees, reducing our cost significantly.

5. We have developed a medical unit in the North Unit (reception unit). Seeing new arrivals in the North Unit eliminates the need to move them throughout the institution, reducing safety and security concerns. Additionally, medical staff now go to Administrative Segregation (AS) to provide primary care, eliminating the need to move those high problem inmates through the institution.
6. A continuing goal is to expand the medical staff to provide on-site primary care at the Missouri River Correctional Center (MRCC) instead of having to transport those inmates to the NDSP.
7. Beginning July 1, 2005 NDSP pharmacy will provide pharmacy services to YCC.
8. We are exploring the option of hiring a dentist and dental assistant to eliminate the need to contract these services. Once on board, the dentist would service NDSP, JRCC and YCC.
9. We've consolidated optometry services to one provider who services NDSP and JRCC. YCC will soon join this program and we won't need to transport juveniles to the optometrist (he will visit all sites).
10. We have expanded infection control to screen for Hepatitis C and long term inmates are vaccinated with Hepatitis A and B vaccine. We have maintained progression through our Hepatitis C treatment protocol (consensus interferon), resulting in significantly fewer treatment failures than the literature indicates we could

expect.

### **Treatment, Evidence Based Practices, Related issues.**

The DOCR will ensure the delivery of quality programs based on evidence based practices that are integrated with private and public providers.

1. The DOCR is participating in the national Transition From Prison To Community Initiative (TPCI). We have technical assistance through the National Institute of Corrections (NIC) that is helping plan an integrated system that includes both pre- and post-conviction services to offenders. The plan will help ensure that quality programs which use evidence based practices are integrated with both private and public providers. North Dakota was one of four initial states selected for this project. It has since grown to eight states and the District of Columbia. We are confident that participation in this initiative will help us reduce recidivism in North Dakota.
2. The Prisons Division treatment department has embraced evidence based practices in providing services to offenders. The legislature has authorized the necessary positions to provide appropriate sex offender and addiction treatment during the 2005-2007 biennium.
3. The department has established an Evidence Based Practices (EBP) committee which includes both internal and external stakeholders. It is tasked with becoming a resource for questions about EBP as well as eventually helping evaluate programs for EBP compliance.

## PLANNING AND RESEARCH REPORT

Patrick W. Foley, Director of Research and Program Evaluation

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**Human resources, Employee concerns and related issues, Legislation.** Obtain required funding and support through the Office of Management and Budget (OMB), the Governor's office and the legislature, to hire and retain sufficient staff, compensate them fairly, and ensure a safe work environment.

1. The legislature added 33.1 new positions in Adult Services.
2. We developed a model to compare DOCR employee salaries with other state employee salaries in the same grade, then analyzed this data using the assistance of Human Resource Management Services (HRMS). We further reviewed the information with division directors to examine equity issues and finalized a pay plan. This information was presented to the legislature, enlisting staff support to address the issues. During the legislative session, we were able to get about one third of the needed 2.1 million dollars to address employee compensation shortfalls.
3. We were successful in upgrading many classifications in the DOCR to a higher grade to make positions more attractive to potential applicants. Forty four class descriptions were reviewed and revised during the last biennium.
4. The James River Correctional Center hired a training/safety officer.
5. The National Institute of Corrections (NIC) and Center For Effective Public Policy (CEPP) will provide a two day collaboration training seminar to about 60 mid- and upper-level management staff from Adult Services.

**Population management.** Effectively manage the adult offender population of the DOCR.

1. The department created an inmate population projection forecast used to estimate the growing prison population for the next several years.
2. The DOCR management team met on several occasions to evaluate various methods of population management. The team created a population management plan on which the budget was created.

**Re-engineer organizational structure.** Create an organizational structure to effectively and efficiently manage the fiscal affairs of the DOCR.

Many changes in the DOCR Adult Services structure have been implemented to maximize efficiencies in the department's operation. Although we continue to work on this, some changes we have implemented include:

1. Fiscal operations are now managed centrally with selected tasks being reassigned according to workload issues rather than division lines.
2. A central position to manage contracts is being staffed.
3. The reporting structure for the DOCR Central Office has been reorganized to allow the Director more time to manage global issues.

# PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

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## 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 have 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 575 pc computer connections 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 divisions.

# PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

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## 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.
- Video Conferencing between DOCR and JRCC (James River Corrections), and telemedicine between Med Center One and Penitentiary online.

## 2002 to 2005

### **MOMS (Mobile Offender Management System):**

A system was developed to allow parole officers to take critical offender information with them in the field on their laptops. MOMS provides officers with the means to catalog and store offender information while on patrol. Field officers are more productive since MOMS allows officers access to offender data no matter where they are and do not have to be in the office to get their administrative work done. Having officers in the field supervising and monitoring probationers and parolees, including sex offenders, provides greater public safety.

### **IEMS (Institution Energy Management System):**

IEMS is an automated Energy Management System that provides management of most all facility infrastructure systems, (i.e. boilers, heating and cooling, water, security, backup generators, etc..) The

system allows maintenance to access energy management systems at NDSP, MRCC, and JRCC from maintenance workstations. The energy management system project shares its success with the installation of a network fiber backbone being installed at JRCC.

The manual means of managing and maintaining institutional infrastructure was no longer possible with the resources available at the DOCR. The IEMS allows maintenance staff to quickly recognize problems before they become critical and work proactively in keeping agency infrastructure operating. The network infrastructure at JRCC required an upgrade to support current and future requirements for data and telephone traffic, including IEMS communications.

Using IEMS troubleshooting can be accomplished in minutes instead of having to travel to the site, thus saving time and money. The IEMS provides proactive maintenance monitoring which assists in correcting small inexpensive problems before they become large costly issues.

### **JRCC Fiber Upgrade:**

The fiber upgrade at JRCC will provide a higher capacity for JRCC systems to operate, there-by reducing downtime and staff overtime attributed to troubleshooting problems. The fiber upgrade will increase productivity and operational readiness of the JRCC facility by providing greater speed and capacity for all systems and network users at the facility.

The fiber upgrade will allow installations and upgrades (at less cost) of Life Safety devices as well as integrating the prisons security system into the fiber network, thus providing greater reliability/redundancy of JRCC security systems.

# PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

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## **iTag Visitors Application:**

A add-on module for iTag (Visitors) was purchased to provide the capability to management inmate visitors and integrated ID Card system. This new capability eliminated the old manual time intensive method of writing visitors in a log book and checking references to an automated system of tracking and creating ID cards for staff and visitors.

The visitation module has paid for itself in terms of man hours related to managing a manual log book, including a host of reports that were never before available with the old manual methods. The visitation module greatly improved security checks and balances for visitors and agency staff.

## **iTag ID Card Creation Sub-system:**

The ID card system has saved money in the fact that the agency **no longer uses Polaroid pictures** which was very costly. The ID cards at the present time cost us approximately fifty cents a card versus the approximate cost of \$5.00 to manually create an ID from a Polaroid picture. The system is in use at all DOCR adult facilities.

## **Student Education and Scheduling (S.E.A.S.):**

A dynamic computer-based Student Enrollment and Scheduling (SEAS) program was designed and built by the Director of Information Systems at the DOCR to manage student information for the educational program at the ND Youth Correctional Center (YCC). Because juveniles may be placed at YCC on any day of the week or month throughout a given school year, youth are continuously entering the educational program at YCC-Marmot Schools and school personnel need to be able to enroll or change student class schedules on a daily basis. The ever-changing enrollment status made class scheduling and educational information difficult to manage and created unique needs that could not be met through purchasing a standard educational software

program. Having the resources available to build such a complex system was instrumental.

The SEAS program not only makes student enrollment information more manageable but also makes educational information more readily accessible by teachers at Marmot Schools, local education agencies (LEA's), and DJS community case managers. Teachers are able to record assignments and grades as well as student attendance, and provide a daily rating of their general performance and behavior. Through SEAS, teachers have access to pertinent demographic information and previous transcripts, test scores, and special education information. They are also able to view each student's academic schedule to know where the student is at any time of the day. When students leave YCC, all the information in the SEAS system is forwarded to the receiving LEA to assist the student's transition from YCC-Marmot Schools to their local school district. In addition, DJS case managers who are responsible for the youth have access to the SEAS program information through State's network to be able to assess the youth's educational progress.

SEAS has also enhanced customer service to LEA's and established more credibility in the educational program at YCC-Marmot Schools. Local school districts can now see what classes are offered to the students at YCC-Marmot Schools as well as course content, performance, behavior related issues, and coursework credit received. The SEAS program also summarizes past transcripts for each student, saving much time for counselors in the respective districts.

## **Correctional Offender Management Profile for Alternative Sentences (COMPAS):**

The Division of Juvenile Services (DJS) implemented an automated comprehensive risk/needs assessment process known as the

# PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

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Correctional Offender Management Profile for Alternative Sentences (COMPAS) for juveniles that have been committed to the agency's custody. The COMPAS software system is a standardized, research-based approach to assessment and case planning for juvenile offenders incorporating the latest criminological findings on risk and need factors. The system includes a multiple regression-based risk report and a pattern recognition-based typology to identify a descriptive "best fit risk/needs group" for each juvenile offender.

DJS made the decision to implement COMPAS due to the need to conduct more accurate, thorough assessments that would support improved decision making and case planning for juveniles under custody. The COMPAS system is providing the agency with a better understanding of individual risk/need factors of youth under their care which will allow them to make the best match to effective interventions. It will provide more informed decision making about the level of supervision required and consistency in case planning. In addition, COMPAS will help the agency further analyze what drives recidivism, and thus, where to focus its resources.

Specifically, the COMPAS will allow DJS to more effectively use its resources (i.e., time and money) and improve customer service by providing the agency with: 1) the ability to make better decisions about case planning for kids; 2) a better match of kid's needs to programs and services interventions; 3) consistency throughout all regional offices; 4) fairness and equity to kids; 5) the least restrictive care possible; and 6) a process to assess progress and evaluate programs.

## **Officer Training Information System (Otis):**

To provide for the exacting needs of training staff in a corrections environment. DOCR IT built a custom system to track the training needs of corrections staff. PeopleSoft has an employee training

module, but is woefully inadequate for the needs of corrections. Using open source technology a system was built to implement using citrix connections and MySQL database. The system is capable of fulfilling the training needs for all divisions in the agency.

## **Treatment and Rehabilitation Planning System (TARPS):**

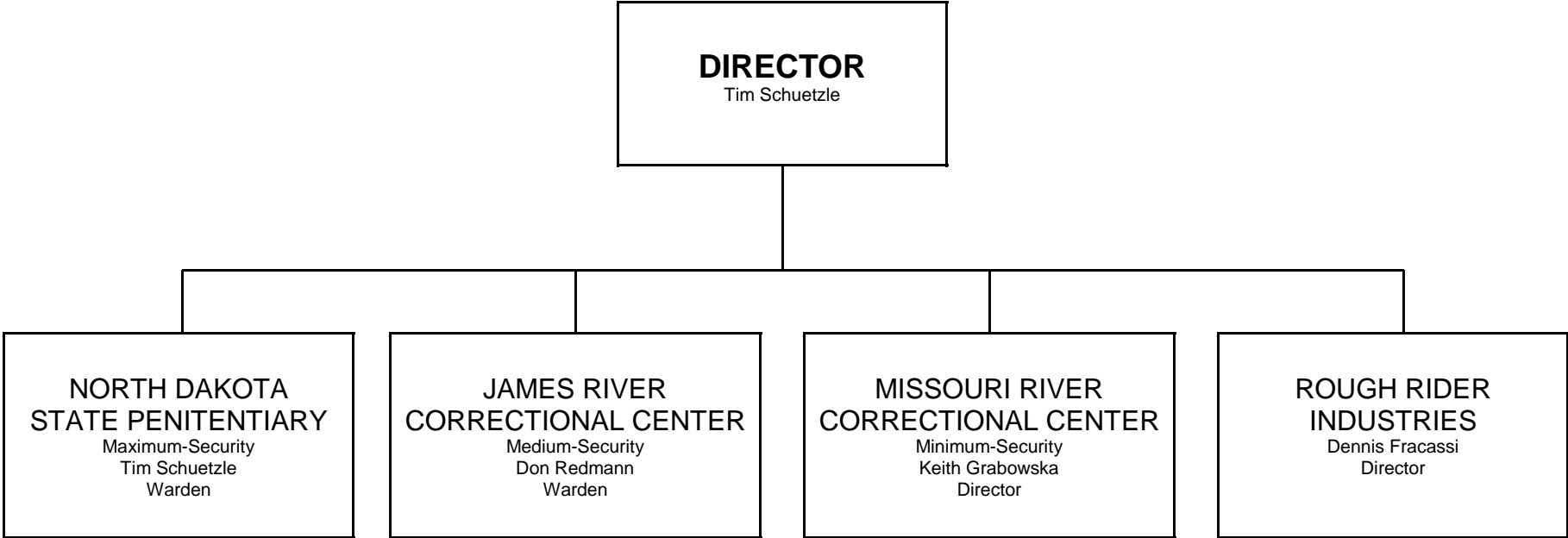
DJS required a custom treatment planning system for juvenile offenders. TARPS was built to facilitate the exacting treatment needs of DJS. TARPS integrates data from COMPAS to iTag to formulate outcomes and treatment planning, including input entered into TARPS by staff. TARPS creates a single document containing treatment reports from multiple sources and derived treatment objectives. TARPS catalogs and indexes this information which can be retrieved by staff. It provides a historical record of treatment backed up with hardcopy documentation stored in PDF format.

## **SUMMARY**

In summary the agency has moved from minimal technological capabilities to a state of the art operation. Much of the agencies technology base was developed by the Director of Information Systems. The cost of these advancements were extremely cost effective to implement. These monumental tasks and contributing efforts would not have been realized without the extreme efforts of select agency staff from all divisions. These accomplishments provide the vehicle for state and federal law enforcement agencies to have immediate access to information. This access to DOC information will insure greater protection to the public at large and facilitate greater cooperation and integration with other state and federal entities as appropriate. The DOC will continue to focus on cost effective solutions that provide value to the agency and to the citizens of North Dakota.

**PRISONS  
DIVISION**

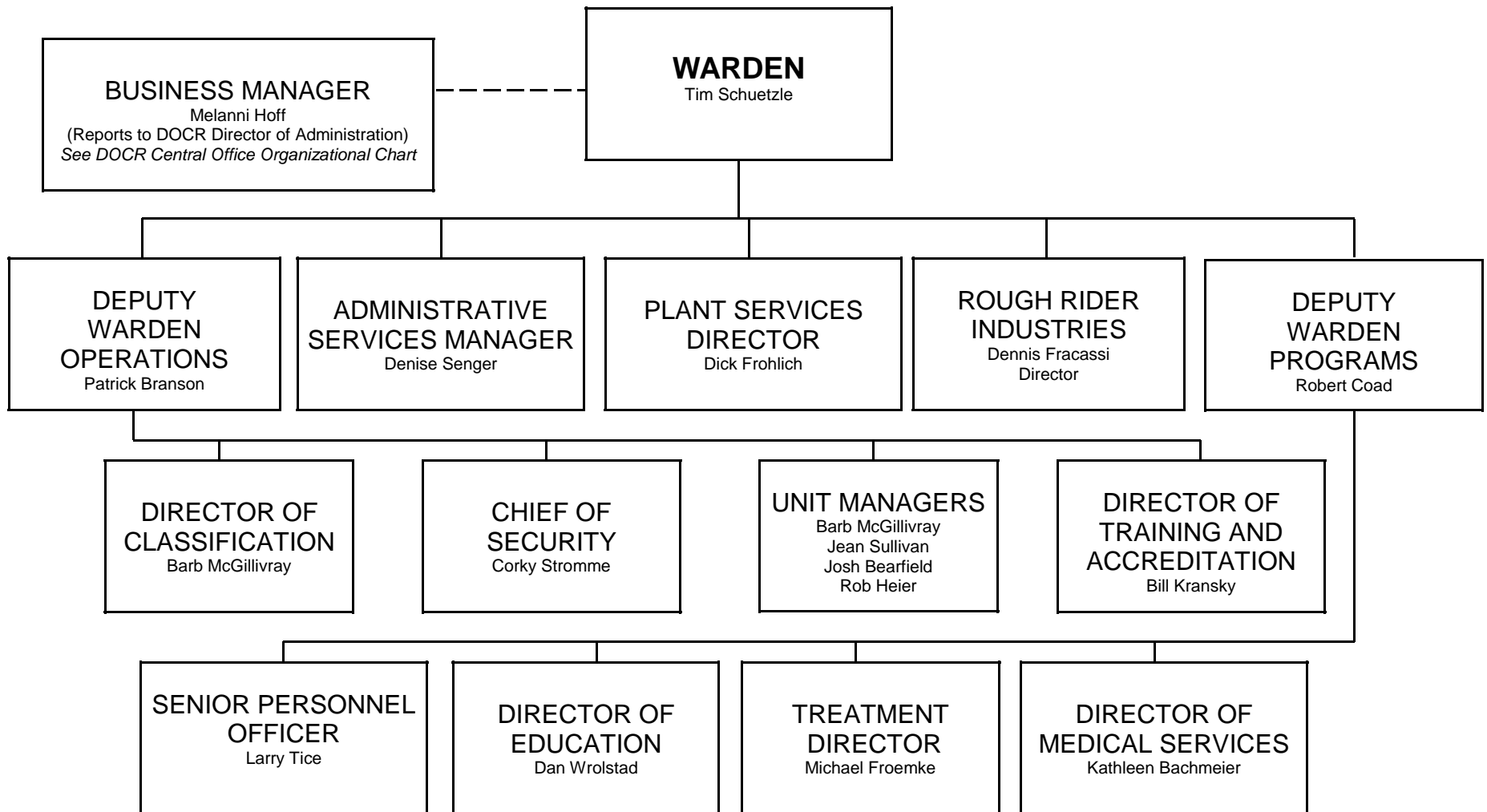
# DOCR PRISONS DIVISION



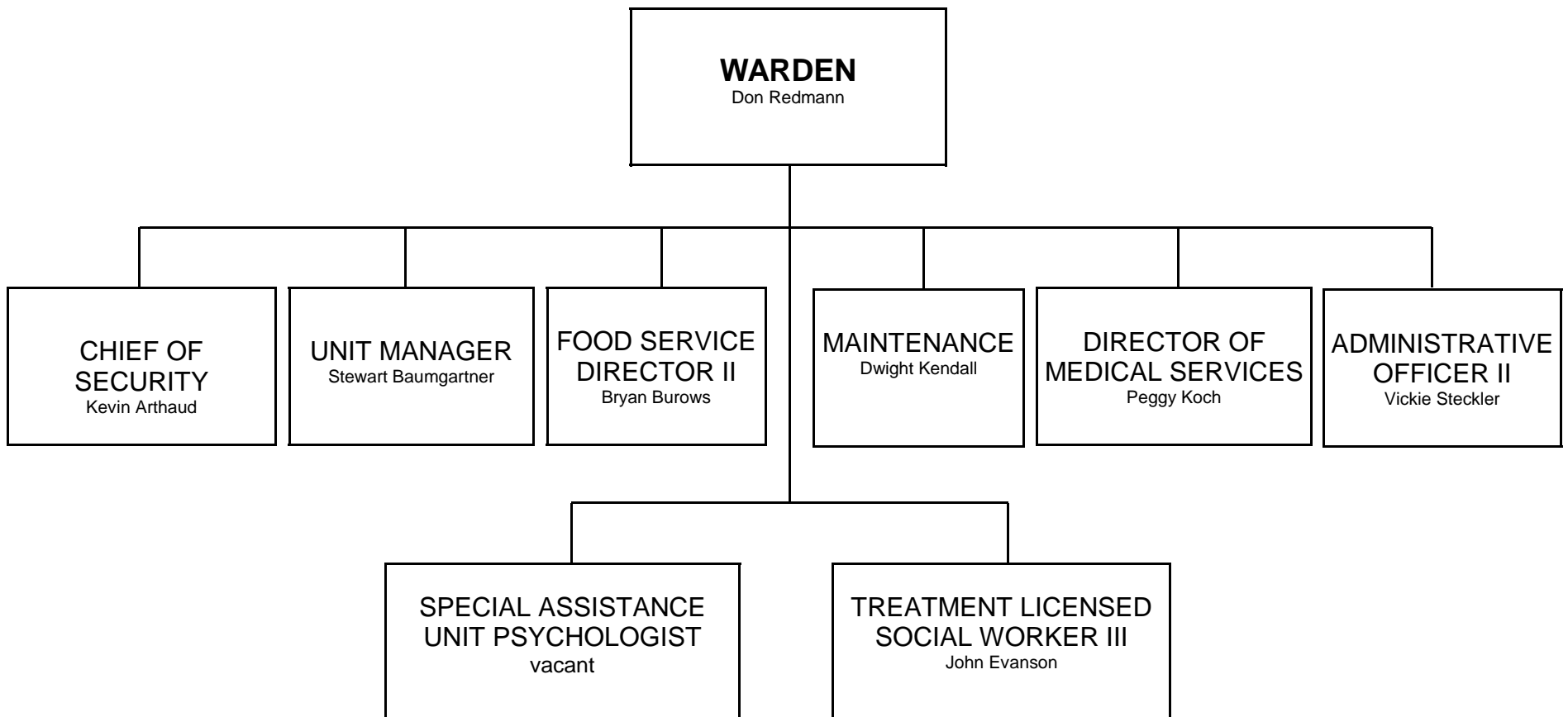


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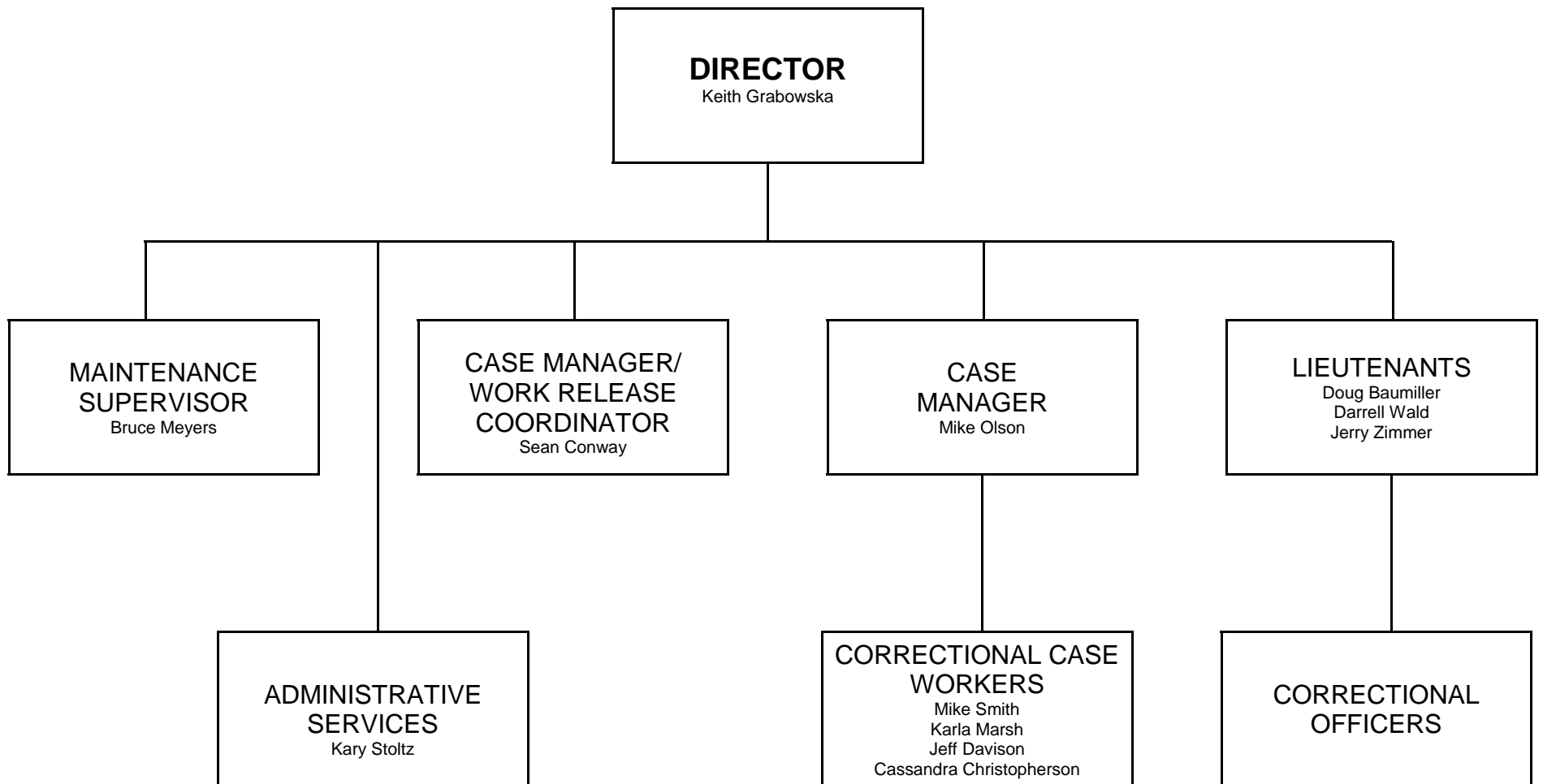
# NORTH DAKOTA STATE PENITENTIARY



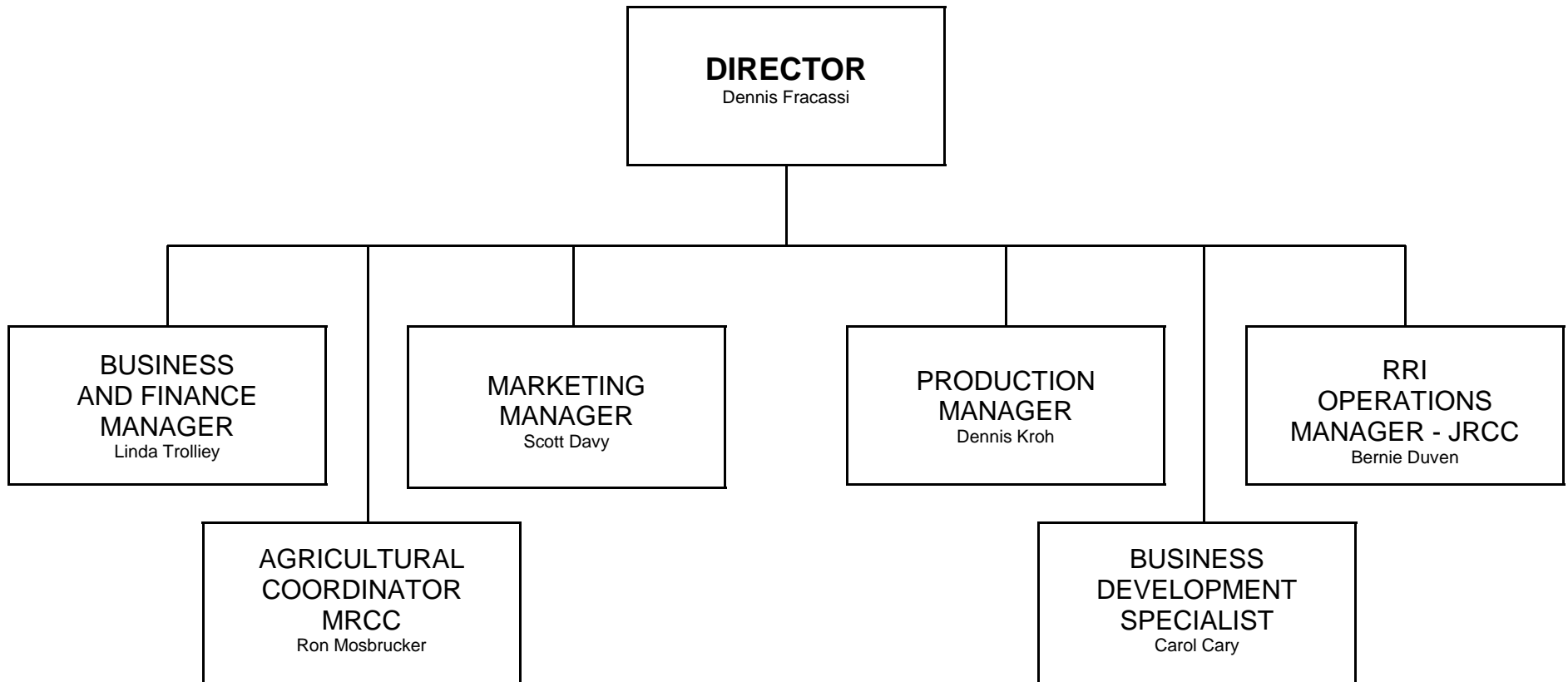
## JAMES RIVER CORRECTIONAL CENTER



# MISSOURI RIVER CORRECTIONAL CENTER



# ROUGH RIDER INDUSTRIES



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## Summary of Prisons Division Accomplishments

The Prisons Division consists of the North Dakota State Penitentiary (NDSP), the James River Correctional Center (JRCC), the Missouri River Correctional Center (MRCC), and Rough Rider Industries (RRI). The 2003-2005 biennium continued the trends of the past 14 years, with another increase in the number of inmates entering the system. The inmate population at the start of the biennium was 1197 inmates, and we had 1359 in the system on June 30, 2005, an increase of 13.5% during the biennium. The system reached a record high of 1386 inmates on 4/12/05.

Because the Prisons Division did not have enough beds within the three facilities to house all of the inmates sentenced, we continued to contract with county jails, halfway houses, treatment and re-entry programs operated by the Field Services Division, and a private prison in Appleton, Minnesota, to house the male inmates. At the start of the biennium, 133 inmates were housed outside the prisons in these contract facilities. By June of 2005, we were contracting beds outside the system for 354 inmates; 149 of which were females.

In July of 2003, all DOCR sentenced female inmates were being housed at the

James River Correctional Center in Jamestown and the Missouri River Correctional Center in Bismarck. The 2003 North Dakota Legislature, however, mandated that the Department of Corrections and Rehabilitation contract with state jail facilities to house these state-sentenced female inmates. The department received a bid from the Southwest Multi County Correctional Center (SWMCCC) to accept female inmates into a boarding school facility they were renovating in New England, ND. A contract was signed with SWMCCC in September of 2003, and the renovations were complete for the minimum-security housing unit by November of 2003. At that time, we moved all minimum-security female inmates from the MRCC and JRCC into the new contract facility, named the Dakota Women's Correctional Rehabilitation Center (DWCRC). The higher custody building was not completed until August of 2004, and the remaining women from JRCC were transferred to the DWCRC at that time. The Prisons Division also had female inmates housed in treatment programs and transitions centers operated by the Field Services Division

For the fourth 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. Inmates sentenced for drug crimes also continued to be the largest category of

offenders incarcerated in the system. The prisons continued to provide chemical addiction treatment, sex offender treatment, anger management, and cognitive restructuring programs for the offenders, in an effort to help inmates live crime free once released. Overall, these rehabilitation programs offered are working, as the recidivism rate for the first year of the biennium was 24.1%. This means that approximately 3 out of every 4 inmates released during 2000 had not returned to prison by the end of calendar year 2003.

Demographically, the inmate population is more diverse. Caucasians were again the largest segment with 71% of the total, followed by 21% Native American, 5% Black, and 3% Hispanic. The average age of the inmates was 32, continuing the increase seen in the number of elderly inmates entering prison. Following national trends, our state saw a large increase in the number of women being sentenced to prison. The yearly average population count of female inmates increased to 114 in FY03 and 135 for FY04, and now represents 11% 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 \$60,538,441. It was anticipated that the female inmates would move to county jails quickly into the

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biennium, alleviating bed space that could be used to house the expected influx of male inmates. Unfortunately, the DWCR did not open as soon as expected. This forced the JRCC to double bunk women in the existing dorm space. While this saved money by not needing to contract for as many private beds, it took its toll on staff. NDSP also doubled bunked 40 male inmates in the West Unit from July of 2003 until November of 2003 while we waited for the female facility to open. Despite these money saving efforts by staff, the division did not have enough funding to make it to the end of the biennium, and was granted a 1.75 million-deficiency appropriation by the 2005 Legislature

At the end of the biennium, the Prisons Division employed 425 people full time, with 277 as Correctional Officers. Starting pay for Correctional Officers at the beginning of the biennium was \$1600/month, but it was increased to \$1750/month in October of 2003 in an effort to attract applicants. Officers made \$1956/month after one year's experience and completion of an apprenticeship program. We continued to have difficulty attracting and retaining correctional officers, addiction counselors, clerical staff and nurses, all because of the low wage offered by the state for these positions. Most state correctional officers are earning between two and four hundred dollars a month less than officers working for county jails.

Eligibility standards for officers are a minimum of two years of college, or two years law enforcement work experience, but due to an inability to attract applicants, exceptions were made to the minimum qualifications so open positions could be filled.

### **North Dakota State Penitentiary Warden Tim Schuetzle**

The State Penitentiary, the maximum-security facility for the Prisons Division, 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. The State Penitentiary also houses a 60-bed Administrative Segregation (AS) area, a "jail within the jail", for those inmates who are considered too dangerous to themselves or others to live in the general prison population. 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 public safety record. There were no escapes from the State Penitentiary, no suicides, and no unnatural inmate deaths. One inmate passed away in May of 2004,

and another inmate died in June of 2005. Both inmates died from liver disease related to Hepatitis C. There were a total of five inmate on staff assaults during the biennium, and two of these required staff to seek medical attention.

### **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 during this reporting period. In December of 2004, we did experience an in-custody death of an inmate that was housed in our Special Assistance Unit. Investigations completed by the administration of JRCC as well as by the North Dakota Highway Patrol revealed that employees acted within established policies prior to, during and after the event. A full review of existing policies and practices was conducted and determined to be in compliance with the American Correctional Association. This organization is widely accepted as the national standard for correctional facilities.

In November of 2003, the minimum-

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security women were transferred to the Dakota Women's Correctional and Rehabilitation Center (DWCRC) in New England, ND. The remaining higher custody inmates remained at JRCC until August of 2004. JRCC was filled to capacity with male inmates and changed its daily operational schedule to reflect the change from a co-ed facility to an all male institution. This change reduced tensions and allowed for a reduction in security protocols that were no longer required.

We continue to cooperate and share services with the North Dakota State Hospital. JRCC has provided food and laundry services for the past biennium and the State Hospital provides lab, X-ray, pharmacists, psychologist and psychiatry services.

JRCC received funding to implement the Phase II plan that involved the transfer of the general kitchen, laundry and dining room, day care and old plumbing buildings from the NDSH. The project is just now being completed with the installation of the security gates in the tunnels, control room upgrade and visiting room. The estimated date of completion is September of 2005. The legislature did grant additional funding to bring the 18A (we call education/programs) building in compliance with ADA by approving funds to add an elevator. An additional \$420,000 was approved to convert the old kitchenettes on

floors two thru six to a five person dorm. These new beds will add 20 inmates to our existing capacity and reduce the need to board state sentenced inmates in contract facilities.

The JRCC entered into a contract with Energy Services Group to conduct an energy survey and implement energy saving retrofits. This work has been completed and the energy savings are exceeding projections. We were guaranteed a savings of \$114,736 and we verified actual savings of \$128,563 for the months of April through July of 2005. The savings realized will pay for the loan to complete the retrofit and the additional savings will assist with the current budget.

We continue to struggle with staff turn over and recruiting qualified applicants for positions within JRCC. We currently have had an open position for a psychologist for the past year. Direct mail and national job banks have, to date, been unsuccessful.

**Missouri River  
Correctional Center  
Director Keith Grabowska**

The Missouri River Correctional Center is celebrating its 62<sup>nd</sup> Anniversary this year. Staff has acquired a historical summary of the facility, dating back to its origin as the North Dakota State Prison Farm.

The MRCC maintains a steady population of 151 male inmates. Since more low custody inmates are being placed into treatment facilities and the Bismarck Transition Center, it means the MRCC accepted higher custody inmates that have been in the prison system. The staff handled the change by increasing basic security procedures such as formal and informal counts, increased property and body searches, added more outside perimeter checks, added alarms on all perimeter doors, and increased the use of urinalysis and breathalyzer tests.

Many inmates are housed at the MRCC for a short period of time, and then are transferred to staff-referred treatment or housing centers located in the communities.

In-house programming consists of Adult Basic Education and tutoring, auto mechanics, computer skills, Rough Rider Industries, day treatment and intensive outpatient chemical addiction treatment with a cognitive restructuring component included. Community volunteers have responded to the need for A. A. and N. A. programming to fill this critical void. Rough Rider Industries, in conjunction with Stur-D Products, have taken a big step in supplying jobs for the inmates at the MRCC. This in addition to the present farming operation will add approximately 20

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new inmate jobs at the MRCC and will be operating by the fall of 2005.

The MRCC operates a "Pheasant Project", which restores native birds to the area habitat. A "Tree Replacement Project" has been undertaken with the intention of helping with bank stabilization at the facility. The MRCC is in conjunction with the Bismarck Tribune and the Salvation Army by participating in a "Toys for Tots" program, which provides presents for underprivileged children within the Bismarck and Mandan area.

A major change planned for the 2005-2007 biennium includes the undertaking of a new unit at the MRCC. It is called the "Rapid Intervention Program. Two of the existing dormitories will be used to house up to 15 parolees who violated the conditions of their parole. The design of the program is an open-entry/open-exit format that has a maximum 90-day completion period. This alternative program will offer the violator a chance to complete this program and get them back into their community life within that time frame. This program will save inmate bed space by moving these parole violators back into the community at a faster rate. The MRCC has received a new inmate phone monitoring system, which allows the tracking of calls, and the ability to block numbers from the facility.

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

### **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. The 2005 Legislature did authorize 4% salary increases for each of the next two years, and granted 1 million additional dollars for equity increases for Correctional Officers. This allowed the department to raise starting pay for correctional staff to \$1850/month, and \$2034/month for off probation salary. While this will help, it is still below what counties are paying their correctional staff, and the equity increase did not address the inequities we see with pay for nurses, counselors, and clerical staff. The turnover rate for staff that had at least one year of experience was at 9.6% in FY 2004. 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 7th consecutive biennium and in 2003, North Dakota had the

highest percentage increase in prisoner growth of any state in the nation at 11.4%. There were 115 more prison beds for female inmates, but these beds were added to a contract facility, not a state operated facility. As we expect the population to continue to increase, the need for additional state operated prison cells must be addressed in the near future.

### **Methamphetamine and Its Impact on Medical Expenses**

Rising medical expenses continued during the 2003-2005 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 of inmates entering the facility with blood borne diseases like Hepatitis B, C and AIDS. At the end of the biennium, the Prisons Division had 146 inmates that tested positive for Hepatitis C. Not all of these meet the eligibility protocol for the interferon treatment, but we did treat 16 inmates for Hepatitis C during the biennium, at a cost of \$15,880 per inmate. During this biennium, we also began to receive 20 to 30 year-old inmates with serious heart and lung damage due to their meth addictions. Heart operations for men in this age group has never been a prior budget need, but it appears to be a growing expense for the Prisons Division if the methamphetamine problem is not curtailed. This problem, combined with the aging



North Dakota Department of Corrections and Rehabilitation  
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Tim Schuetzle, Director

population, and more sex offenders sentenced to longer terms, will put a burden on our five-bed infirmary. A physical expansion to the penitentiary infirmary will need to become a priority in coming years.

**Physical Plant Needs**

The 2003 legislature authorized funds for us to develop a plan to demolish the East Cell House, make renovations and add bed space on the grounds of the State Penitentiary. Ritterbush, Ellig and Hulsing completed an architectural study. The plan calls for demolishing the outdated East Cell House, and replacing those lost cells with a new 240-bed cell house, a new infirmary, and a 90-bed administrative segregation unit. The 2005 legislature did not address this plan during their session, but it is something that must be examined in the near future. The Prisons Division also continued to seek funding for the construction of the Food Service and Program space at the MRCC. Other significant occurrences during the biennium included:

7/03 The Prisons Division moved into the kitchen, dining room and laundry areas on the grounds of the State Hospital, and prepared the first meal for the patients and staff at the State Hospital. RFP's were received from county jails expressing an interest in housing state-sentenced female inmates.

Only Ramsey, Stutsman, and Stark counties answered the RFP. Our long-term agreement with Med Center One to provide medical services to the Prisons Division ended.

8/03 Inmate Quinton Osborn walked away from the MRCC on 8/13/03. He was returned to custody nine days later and received an additional 18 month sentence for escape.

9/03 The Governor approved increasing starting pay for CO's to \$1750 per month. A contract was signed with the Dakota Women's Correctional Rehabilitation Center in New England, ND, to house the state-sentenced female inmates.

10/03 The State Penitentiary began using the Ion-scan machine which detects traces of drugs and explosives on the clothing of visitors, and on incoming mail for inmates. Four letters tested positive for drugs.

11/03 After a final inspection of the remodeling at the DWCR, we transported 70 minimum-custody female inmates to the facility on 11/19/2003. State Penitentiary conducted a mock training drill and all-staff were called in to work to test our emergency response capabilities.

1/04 Prisons Division staff began using teleconferencing to keep in touch between the facilities. The NDSP and JRCC Management Teams held their first joint team meeting via teleconference, and the North Dakota Parole Board heard seven parole appearances for female applicants via a teleconference link with the DWCR.

2/04 The Transition from Prison to Community Initiative (TPCI) had its kickoff meeting with prison staff. Architects were hired to begin the study on the demolition of the East Cell House at NDSP.

3/04 Prisons staff spent much of the month responding to a class action lawsuit against the DOCR by two female inmates, claiming that they are being treated unfairly compared to male inmates, because they must live in a contract "jail" facility and male inmates live in state-run facilities. Keefe Commissary Network was awarded the bid to operate the inmate commissaries for the three facilities.

5/04 The JRCC control room remodeling was completed. The North Dakota State Auditors arrived to begin their performance audit on the Department of Corrections.

North Dakota Department of Corrections and Rehabilitation  
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- |       |   |  |      |  |
|-------|---|--|------|--|
| 6/04  | On 6/15/04, an escape attempt was thwarted by NDSP staff when they discovered that an inmate serving four life sentences had smuggled a bolt cutter out of Rough Rider Industries that afternoon. The facility went on lockdown status, and the tool was found hidden in the door of the freezer the next morning. On 6/15, MRCC inmate, Jesse Jongeward, walked away from his manpower service job at the National Guard Armory and was placed on escape status. He was returned to custody in August. | with a score of 97.7.  |      | facilities testified before the House Appropriations subcommittee requesting an increased salary package for prison staff.   |
|       |   | 11/04  |      |  |
|       |   | 12/04  |      |  |
|       |   | 1/05   |      |  |
| 8/04  | The last of the high custody women were moved from the JRCC to the maximum-security building at the DWCRC, meaning that there were no female inmates in any of the Prisons Division facilities. The MRCC staff were trained as medication assistants, meeting the requirement of the new law stipulating how medications must be administered to inmates.   | The State Auditors completed their performance audit of the Department of Corrections. The audit recommended that the Department needed to improve pay for it's employees, and that more staff were needed.  | 4/05 | The Legislature adjourned, approving an appropriation for the 2005-2007 biennium for the Prisons Division of \$68,511,239. The number of inmates in our system reached an all-time record high of 1386 inmates. The Prisons Division was granted 1 million in equity salary adjustments for the correctional officers and correctional caseworkers. Additional salary equity dollars were received for other Prisons Division staff. |
|       |   | 2/05   |      |  |
|       |   | 3/05   |      |  |
| 9/04  | Three MRCC inmates walked away from the facility the evening of 9/11. They were all apprehended within 12 hours.  | Dr. Jon Hagan was hired as the first full-time physician for the Prisons Division.   | 5/05 | The JRCC administrative offices remodeling was completed, and the offices moved to the first floor of the "day care" building.   |
|       |   | The Prisons Division Director testified before the 2005 Legislature on the budget request for the Prisons Division, including plans for salary increases for the security staff. All prisoners in the system were tested for tuberculosis.               | 6/05 | A proposal was submitted to start a "tattoo removal" program, where inmates would pay to have gang-related tattoos removed via laser surgery. Elaine Little, the first and only Director for the DOCR since it's inception in 1989, resigned. Leann Bertsch was appointed new Director, beginning 7/1/05.  |
| 10/04 | The State Penitentiary passed their 5 <sup>th</sup> American Correctional Association re-accreditation audit  | The Prisons Division made its first report of statistics of sexual assault and misconduct, as part of the Prison Rape Elimination Act. A new policy was written that brings our system into compliance with the law, and inmates and staff were trained. |      |  |
|       |   | An additional 20 beds from the second floor of the West Cell House were converted into Administrative Segregation cells, bringing the total number of AS cells to 60. Correctional Officers from all three   |      |  |

North Dakota Department of Corrections and Rehabilitation  
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Tim Schuetzle, Director

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## **Rough Rider Industries Director Dennis Fracassi**

The 2003-2005 biennium was a period of unprecedented challenges in many ways for Rough Rider Industries. Most notably was the impact that prison growth and more lenient paroles had on the industries workforce.

Prison growth forced the penitentiary to look for alternative housing at jails and private prisons. These facilities are selective in whom they will accept and generally take inmates who tend to be better behaved and easier to manage. This is a process referred to as "creaming" in correctional circles. Many of these inmates are ideal candidates for the prison industry program and were not available to work at RRI. Industry supervisors saw a noticeable difference in their workforce with more training and disciplinary actions to deal with.

North Dakota has followed the lead of other states in granting more paroles to help ease the impact of overcrowding. This too, has had a negative impact on RRI, especially at the JRCC and the MRCC. Minimum security inmates hired for welding or farm work at the MRCC tend to be paroled or moved to transition centers within six to eight months of their arrival. In most cases this does not allow adequate

time to train inmates to become proficient in their jobs. As beds become available at the MRCC many of the inmates at the JRCC are transferred to the MRCC. The RRI industrial sewing shop at the JRCC has also experienced a higher than normal turnover rate and up to six months training is required for the kind of jobs offered at Jamestown.

The challenges faced as a result of inmate movement have required industry staff to make adjustments in how we train and operate. Industry staff are working closely with NDSP management and progress has been made in finding solutions to the problems attributed to inmate movement.

Financially, RRI generated a profit of \$161,050 on sales of \$3,488,480 in Fiscal Year 2004. This was offset by a net operating loss of \$175,282 on sales of \$3,066,437 in Fiscal Year 2005.

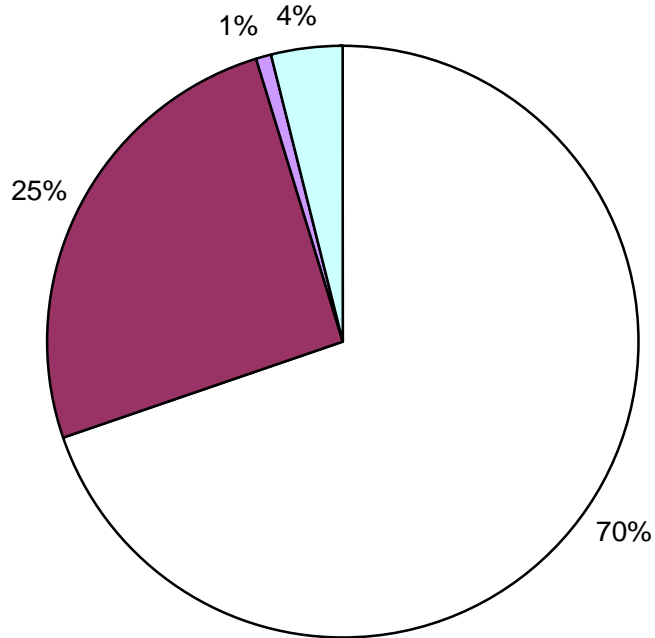
There was an average of 163 inmate jobs available at RRI, up from an average of 147 from the previous biennium. Inmates at the NDSP worked in furniture, upholstery, metal fabrication, signage, and license plates. The industry program at JRCC is an industrial sewing operation. The MRCC provides jobs for hay farming and welding of agricultural products such as cattle panels, chutes and feed bunks. Each facility also provides inmate jobs in the clerical, warehousing and administrative areas of business.

Some of the notable activities and achievements that took place in this biennium include:

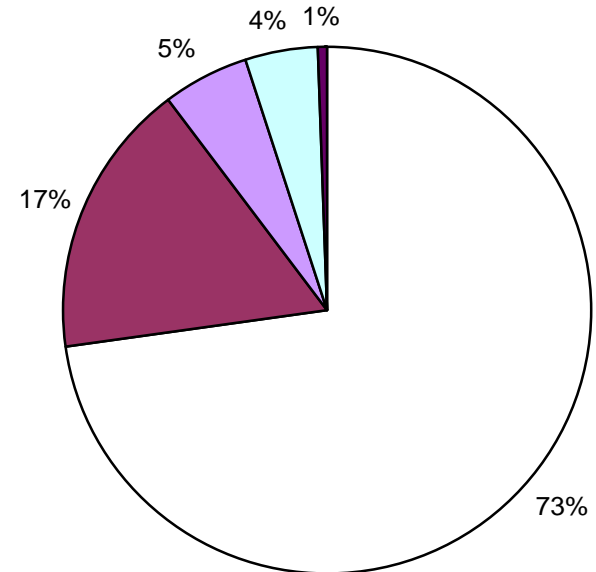
- Providing substantial assistance to the DWCR in finding work and setting up an industry program for the ND female inmates housed in New England.
- Worked with the BOMMM Board in efforts to obtain federal grants to stabilize the banks of prison property along the Missouri River.
- Provided the legislature with a land appraisal of the MRCC property.
- No serious injuries or accidents by staff or inmates throughout the biennium.
- Introduction of several new lines of furniture in an effort to provide retailers with more contemporary options to choose from.
- Added a Business Development Specialist to provide the general public and potential business partners with information on how RRI works and opportunities available to work with prison industries.
- Obtained work from three private sector businesses who were having their products made in the Dominican Republic, Mexico and China.
- Began providing sandbags to two ND reputable businesses for use in road construction.

## Offender Admissions Race & Sex July 1, 2003—June 30, 2004

**FEMALES - TOTAL 129**



**MALES - TOTAL 845**



□ Caucasian   ■ Native American   ■ Hispanic   ■ Black

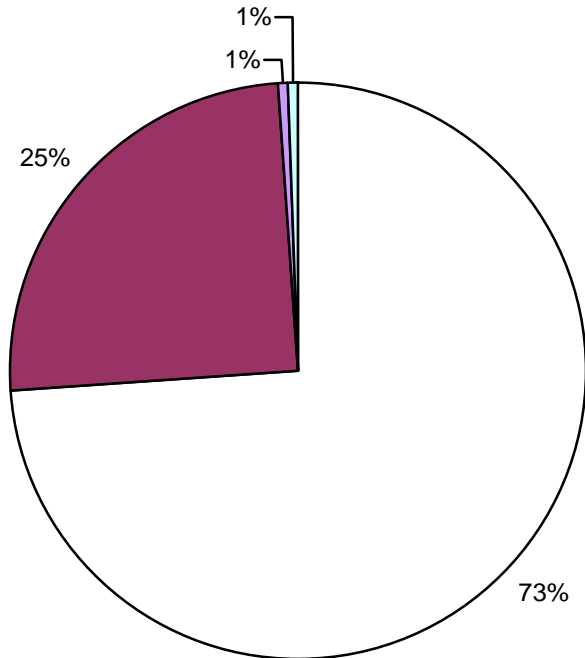
□ Caucasian   ■ Native American   ■ Hispanic  
■ Black   ■ Asian

## Offender Admissions

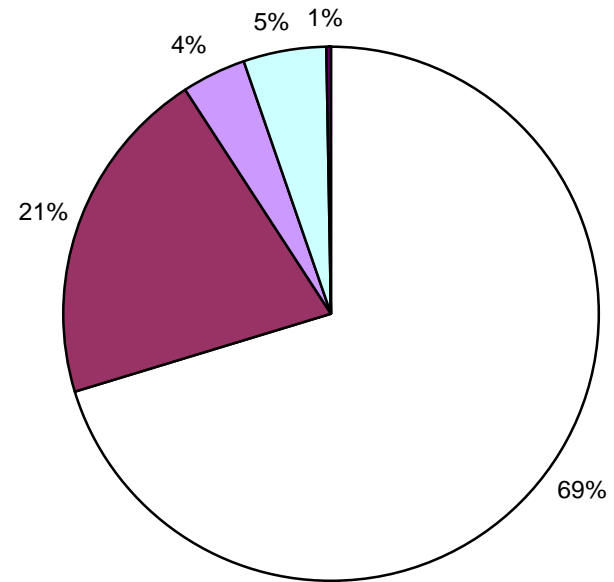
### Race & Sex

July 1, 2004—June 30, 2005

**FEMALES - TOTAL 168**



**MALES - TOTAL 884**



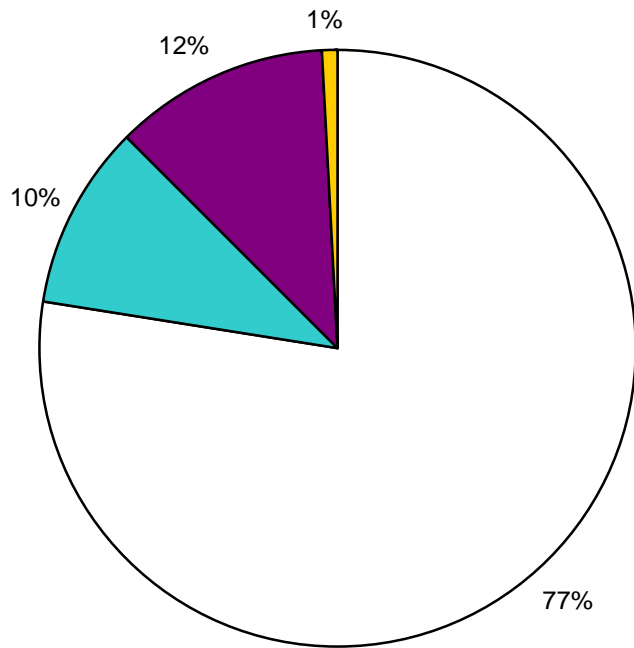
Caucasian  
  Native American  
  Hispanic  
  Black

Caucasian  
  Native American  
  Hispanic  
  Black  
  Asian

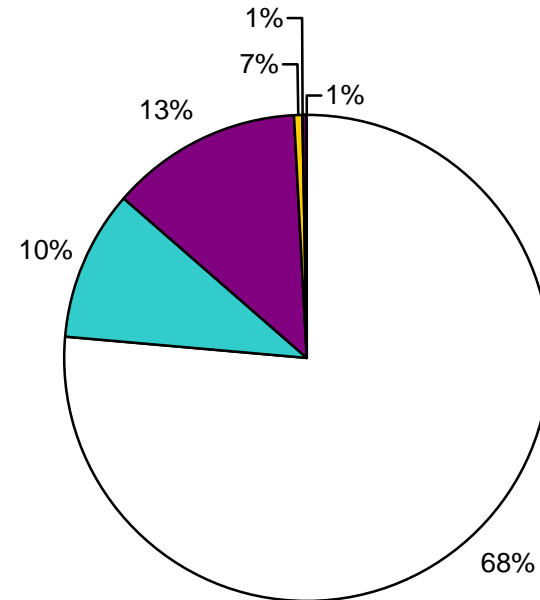
## Offender Admissions By Type

July 1, 2003—June 30, 2004

**FEMALES - TOTAL 129**



**MALES - TOTAL 845**



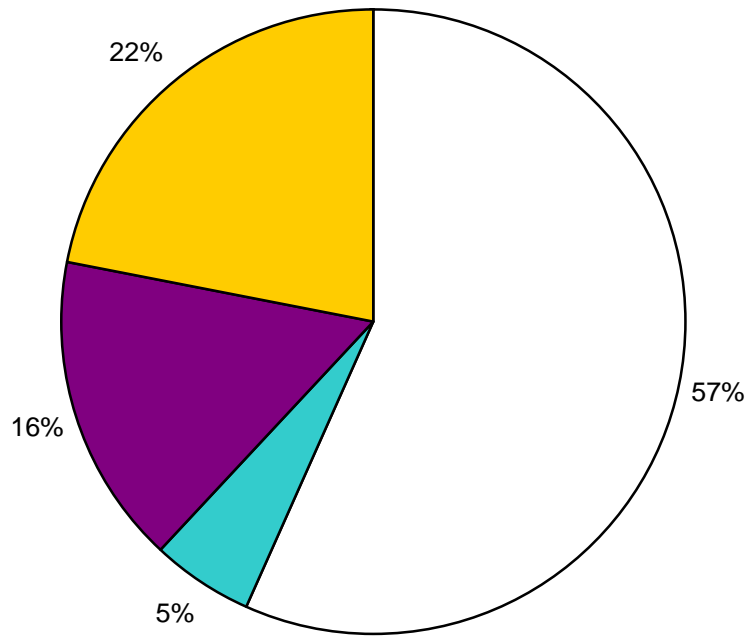
New Admissions       Parole Violators  
 Probation Violators       Out-of-State Transfer

New Admissions       Parole Violators  
 Probation Violators       Out-of-State Transfer  
 Federal       Ret'd from Appeal Bond

## Offender Admissions By Type

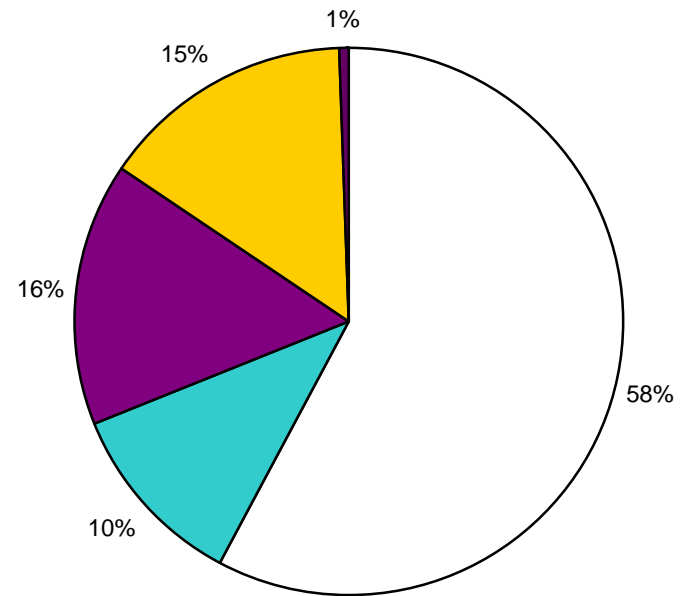
July 1, 2004—June 30, 2005

**FEMALES - TOTAL 168**



New Admissions       Parole Violators  
 Probation Violators       New Probationers

**MALES - TOTAL 884**

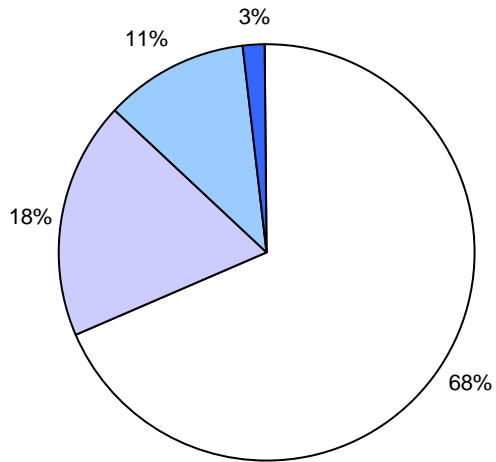


New Admissions       Parole Violators  
 Probation Violators       New Probationers  
 Federal

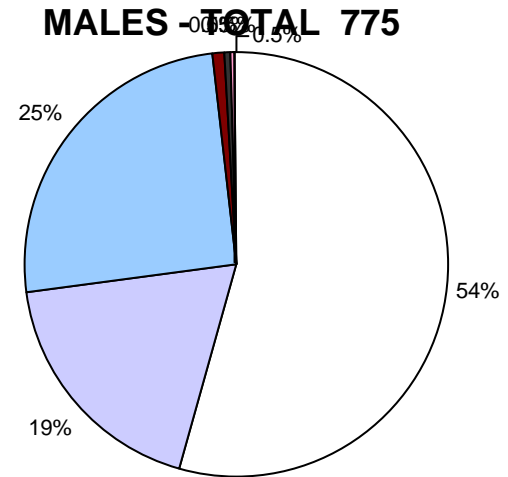
## Offender Releases

July 1, 2003—June 30, 2004

**FEMALES - TOTAL 114**



**MALES - TOTAL 775**



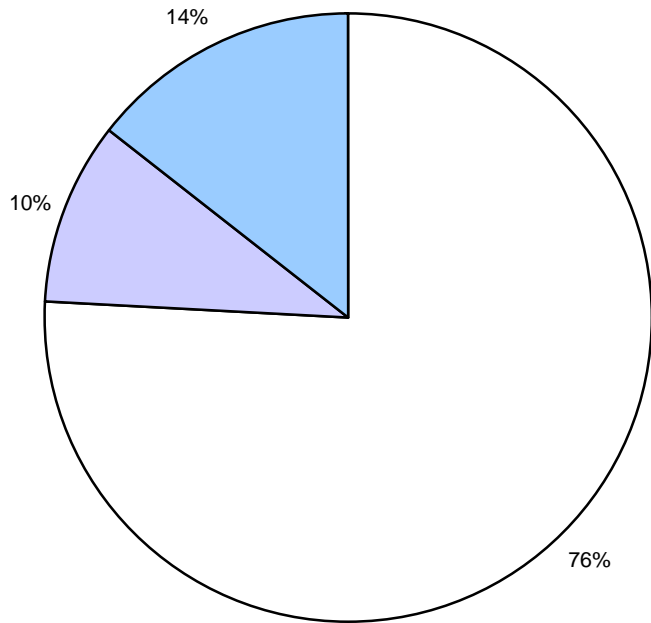
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|----------------------------------|------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| <input type="checkbox"/> Paroles | <input type="checkbox"/> Probation | <input type="checkbox"/> Expiration | <input type="checkbox"/> Court Order | <input type="checkbox"/> Paroles     | <input type="checkbox"/> Probation | <input type="checkbox"/> Expiration  |
|                                  |                                    |                                     |                                      | <input type="checkbox"/> Court Order | <input type="checkbox"/> Transfers | <input type="checkbox"/> Appeal Bond |
|                                  |                                    |                                     |                                      | <input type="checkbox"/> Deceased    |                                    |                                      |



## Offender Releases

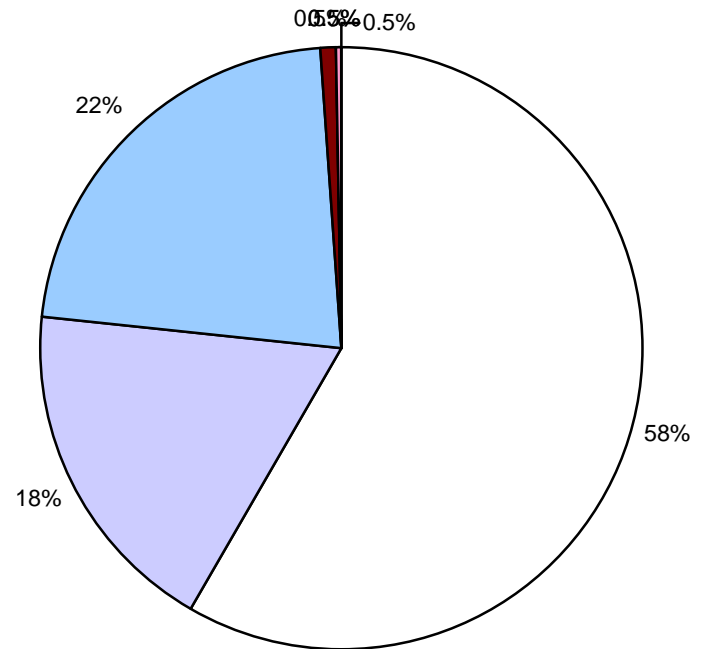
July 1, 2004—June 30, 2005

**FEMALES - TOTAL 144**



□ Paroles      □ Probation      □ Expiration

**MALES - TOTAL 859**



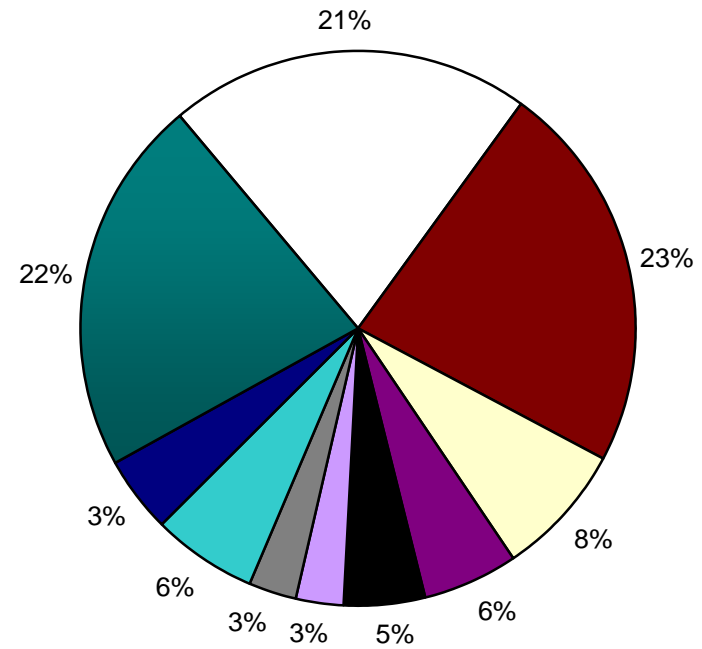
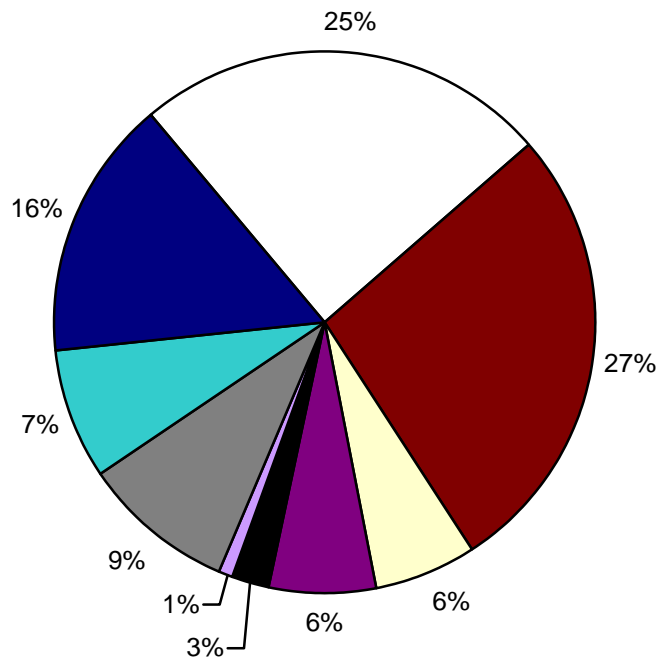
□ Paroles      □ Probation  
 □ Expiration      ■ Court Order  
 ■ Transfers      ■ Released on Bond  
 ■ Deceased

## Commitments by County

July 1, 2003—June 30, 2004

**Female Total 129**

**Male Total 845**



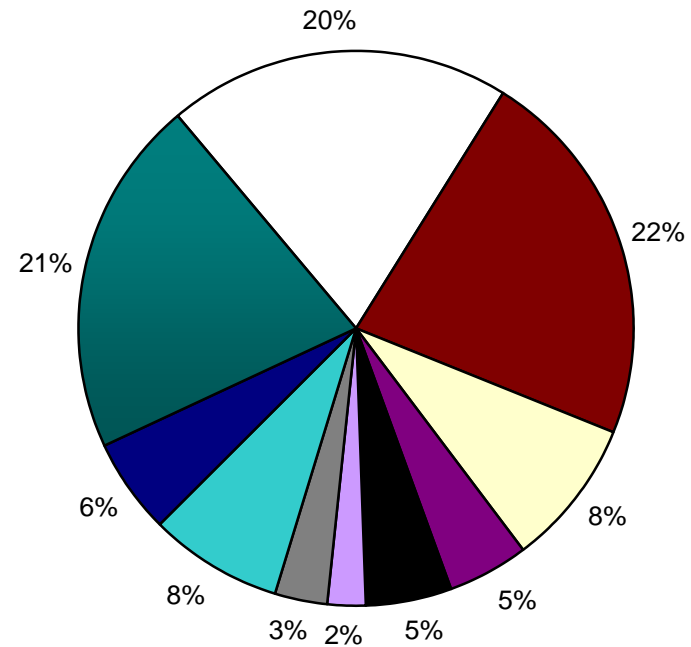
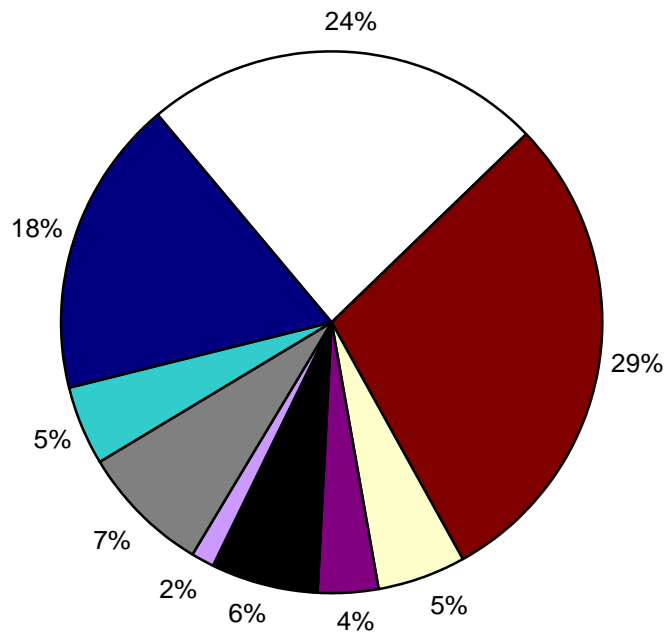
- |            |            |               |            |         |               |          |
|------------|------------|---------------|------------|---------|---------------|----------|
| □ Burleigh | ■ Cass     | □ Grand Forks | □ Burleigh | ■ Cass  | □ Grand Forks | ■ Morton |
| ■ Morton   | ■ Ramsey   | □ Stutsman    | ■ Ramsey   | □ Stark | ■ Stutsman    | ■ Ward   |
| ■ Ward     | ■ Williams | ■ Other       | ■ Williams | ■ Other |               |          |

## Commitments by County

July 1, 2004—June 30, 2005

**Female Total 168**

**Male Total 884**

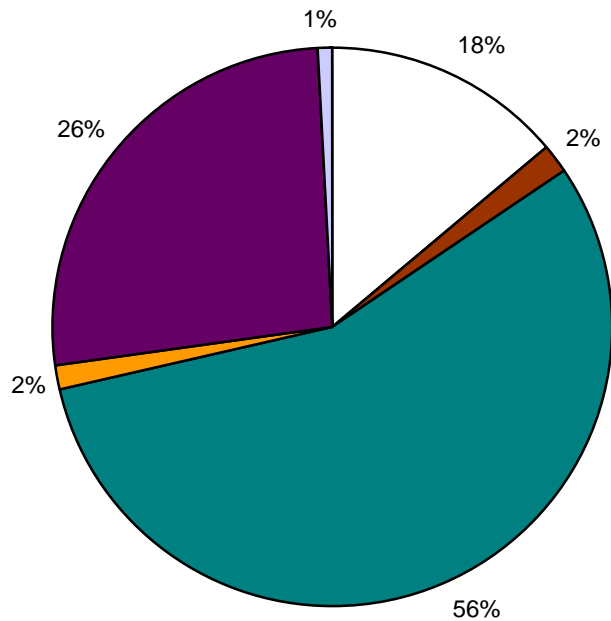


- |            |            |               |            |         |               |          |
|------------|------------|---------------|------------|---------|---------------|----------|
| □ Burleigh | ■ Cass     | □ Grand Forks | □ Burleigh | ■ Cass  | □ Grand Forks | ■ Morton |
| ■ Morton   | ■ Ramsey   | □ Stutsman    | ■ Ramsey   | □ Stark | ■ Stutsman    | ■ Ward   |
| ■ Ward     | ■ Williams | ■ Other       | ■ Williams | ■ Other |               |          |

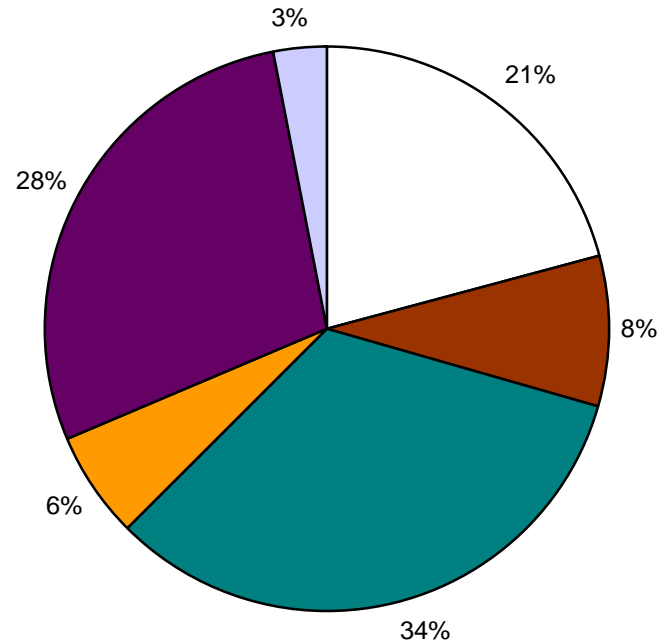
## Offenses By Type

July 1, 2003—June 30, 2004

**FEMALES - TOTAL 129**



**MALES - TOTAL 845**



□ Violent      ■ Sexual      ■ Drug  
■ DUI      ■ Property      ■ Other (Escape)

□ Violent      ■ Sexual      ■ Drug  
■ DUI      ■ Property      ■ Other (Escape)

North Dakota Department of Corrections and Rehabilitation  
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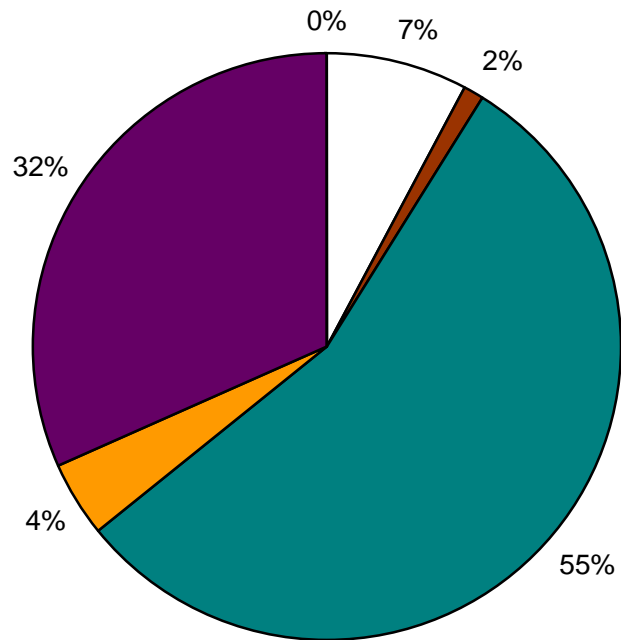
Tim Schuetzle, Director

# Offenses

## By Type

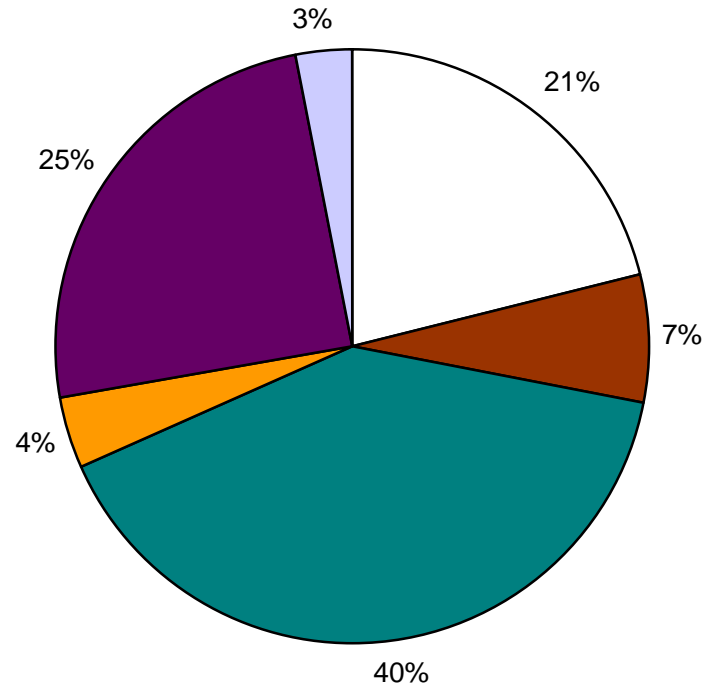
July 1, 2004—June 30, 2005

**FEMALES - TOTAL 168**



□ Violent      ■ Sexual      ■ Drug  
■ DUI      ■ Property      ■ Other (Escape)

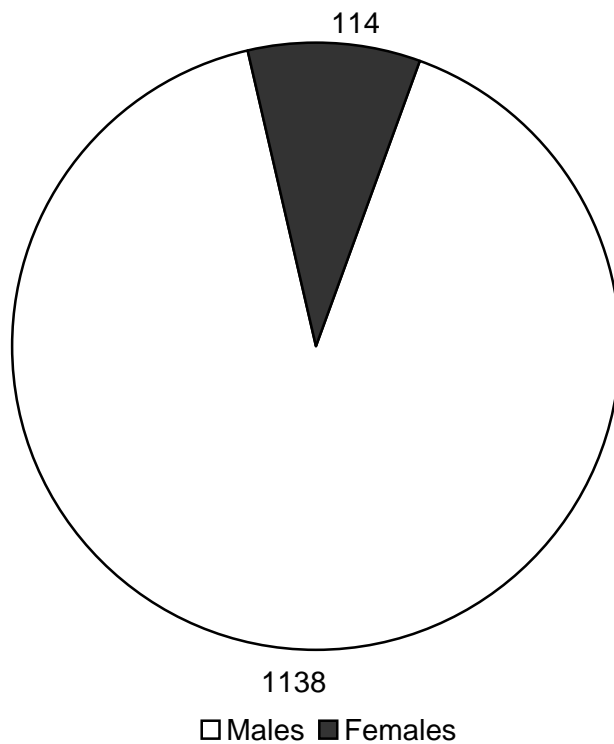
**MALES - TOTAL 884**



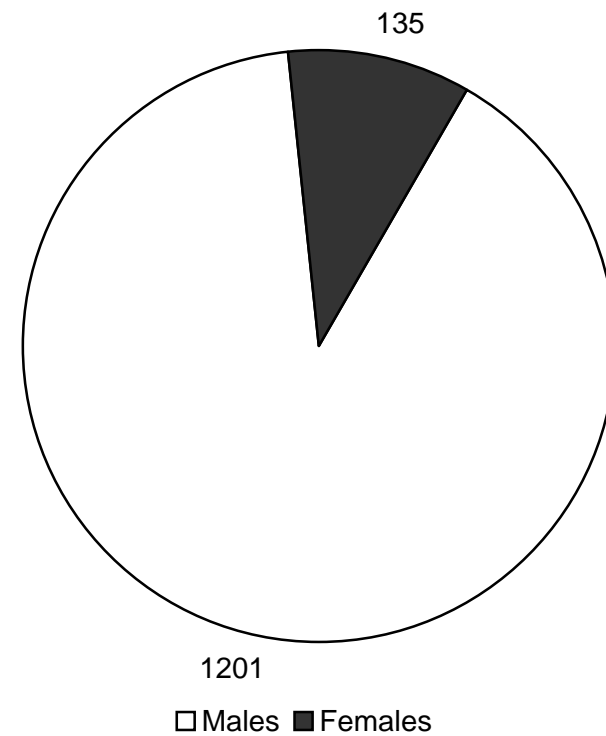
□ Violent      ■ Sexual      ■ Drug  
■ DUI      ■ Property      ■ Other (Escape)

## Average Daily Population

1st Year of Biennium 07/01/03-06/30/04



2nd Year of Biennium 07/01/04-06/30/05

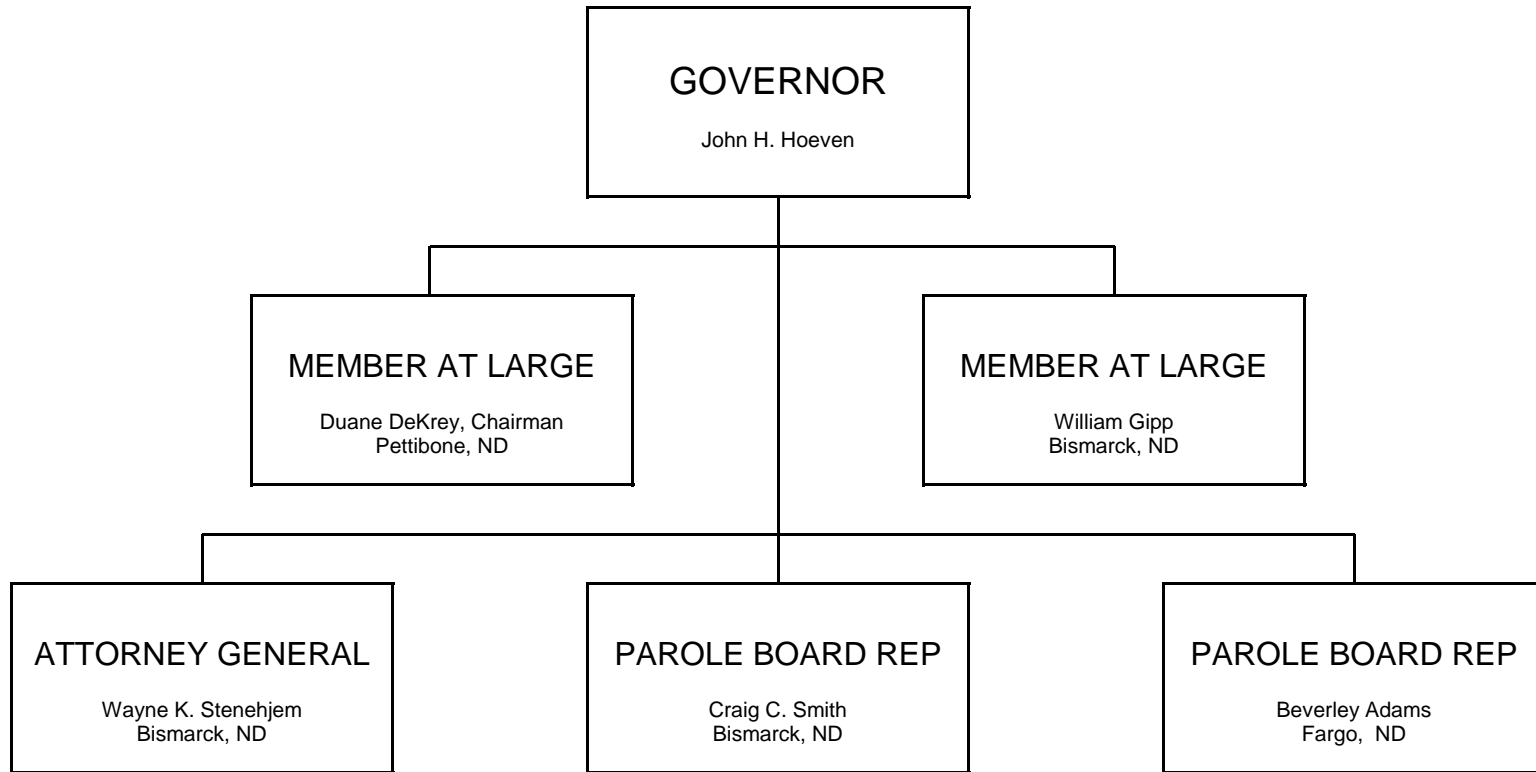


**FIELD SERVICES  
DIVISION**

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

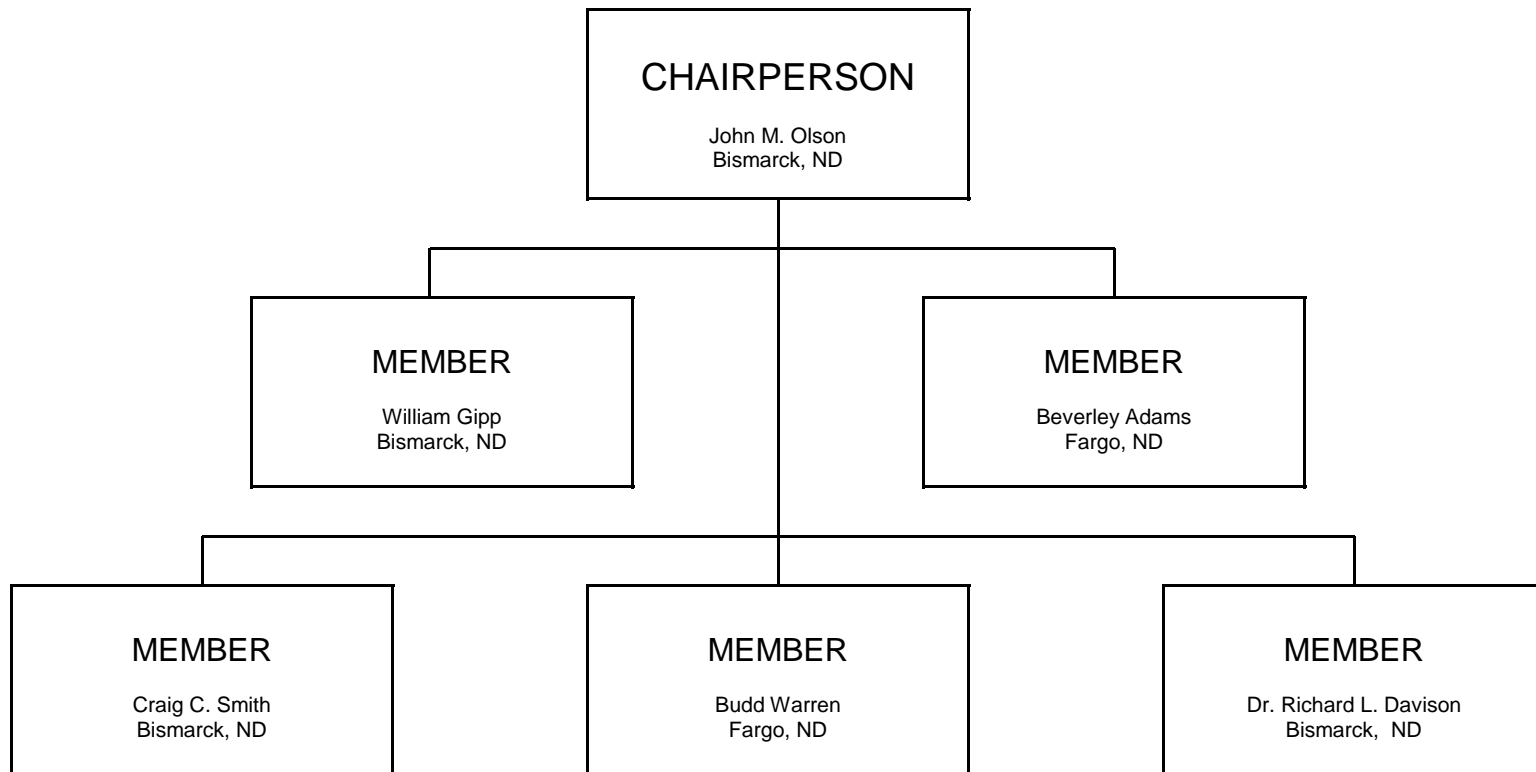
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## North Dakota Pardon Advisory Board



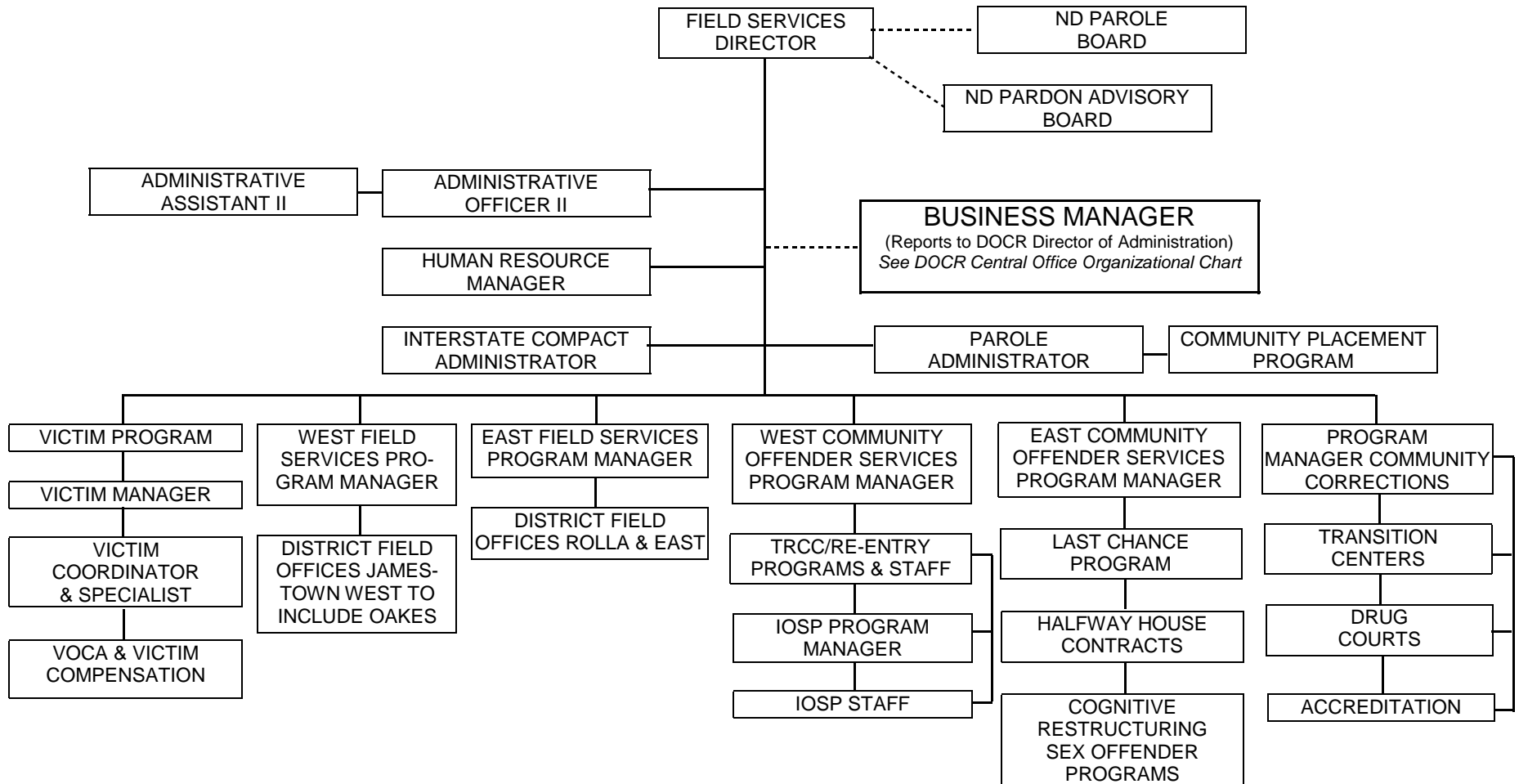


## North Dakota Parole Board



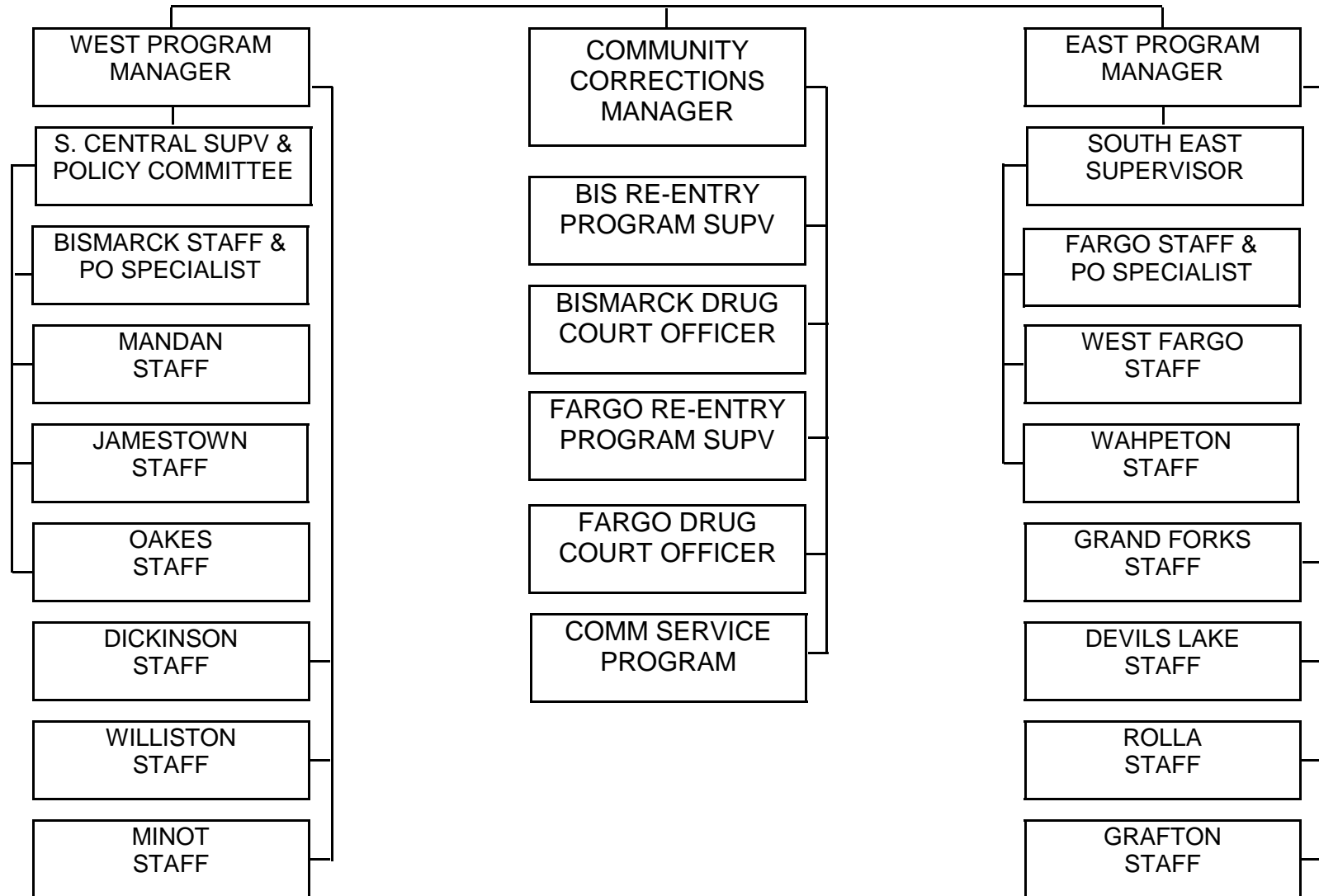
North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**  
 Warren Emmer, Director

## FIELD SERVICES DIVISION



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

## COMMUNITY OFFENDER SERVICES PROGRAM



# DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

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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 community-placed adult offenders, which is comprised of those offenders serving their sentences on parole, probation from the courts, interstate parole and probation cases, and community-placed inmates from the North Dakota Department of Corrections and Rehabilitation Prisons Division.

The Field Services Division coordinates and manages many community and institutional functions including the Parole and Pardon Advisory Boards, interstate compact authorities, victim services, community and intergovernmental partnerships, and prison diversionary programs targeted at front-end prevention and diversion and back-end rehabilitation and re-entry.

The Division is continually assessing its services and focuses on evolutionary

development utilizing evidence-based practices. Supervision of offenders comprises proactive intervention and case management strategies. Alternatives to incarceration programs serve as cost-effective measures in lieu of incarceration to promote pro-social change in offender behavior while holding the offender accountable to their community.

## RESOURCE MANAGEMENT

The Division utilizes the Levels of Service Inventory-Revised (LSI-R) to evaluate offenders' risks and needs and to allocate resources such as supervision strategies and programming based upon the statistically validated outcome of the assessment instrument. Until January 1, 2001, the Division solely utilized the Wisconsin Risk and Needs instrument as a method of identifying offenders' risks and needs. A Risk Assessment Committee was developed in 2000 and the committee reviewed several different assessment tools and provided recommendations to the Director of the Field Services Division. The decision was made that the Field Services Division would begin using the Levels of Service Inventory-Revised (LSI-R) assessment instrument in the fall of 2000.

The initial training on the LSI-R was completed in September 2000. In January 2001, several Division staff members attended a train-the-trainers seminar

sponsored by the National Institute of Corrections. Division staff conducted an LSI-R training for the Parole Officers, Community Corrections Agents (CCA's) & several Centre Inc., staff in June 2001. Staff members of other agencies who have affiliation with or provide services to DOCR offenders have also been provided the training. The LSI-R score sheet and case plan have been integrated with the Division's information management system. A Quality Assurance Plan was set up for staff that completed the initial LSI-R training. However, a formal procedure for future Quality Assurance has not been completed. There is a committee in place to address this issue and the committee annually conducts quality assurance training at in-service.

Along with the LSI-R, the MnSOST-R (Minnesota Sex Offender Screening Tool – Revised) and Static 99 are used to assess risk of sex offenders at the time the Court orders a pre-sentence report and/or when a sex offender case is opened for supervision and monitoring in the community. The purpose of completing the assessment tools is to predict sexual and non-sexual risk to re-offend, determine appropriate sentence recommendations, make referrals to treatment services in both the community and prison setting, and for use by Parole/Probation Officers to prioritize resources for community supervision.

## DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

The MnSOST-R is an empirically based assessment tool that is also used to determine the level of community notification and whether a sex offender should be referred for a review for civil commitment. Risk level scores of less than 3 points fall into the low-risk category, scores of 4 through 7 would be moderate and scores of 8 points or greater would be considered high-risk to re-offend. Once a score of 8 points or greater is reached, the Parole/Probation Officer is required to write a letter to the local prosecuting attorney and request a review for civil commitment. Copies of the letter are also sent to the Director of Field Services and the Attorney General's Office. It should be noted that sex offenders from other states or jurisdictions wanting to reside within our state and be accepted for supervision via the Interstate Compact system are also subject to the same level of scrutiny, monitoring, and referral process.

The Static 99 is a brief actuarial instrument designed to estimate the probability of sexual and/or violent recidivism among adult males convicted of at least one sexual offense against a child or non-consenting adult. The Static 99 scores fall within four ranges ( 0 - 1 low-risk, 2-3 moderate low, 4-5 moderate high, and 6 or greater high-risk).

In 2003 Dr. Douglas Epperson conducted

a validation study on both the MnSOST-R and Static 99. Validation in predicting likelihood of re-offense was demonstrated by both the MnSOST-R and Static 99 for both prison and probation populations. Funding for this project was made available through a National Institute of Corrections (NIC) Technical Assistance Grant.

Once placed on community supervision, the supervising Parole/Probation Officer completes two other assessment tools: the Stable 2000 and Acute 2000. The Stable is completed at the initial interview and as part of a six-month reassessment of risk. The Acute, on the other hand, is completed each month. The Stable provides the basis or foundation for the Acute in forecasting or predicting immediate risk.

North Dakota has become very progressive in the assessment, supervision, and monitoring of sex offenders. The citizens of our State, the victims, and potential victims are the beneficiaries of North Dakota's progressive and aggressive supervision and assessment of sex offenders.

In an effort to streamline institutional and community resource allocation, the DOCR established an Adult Services Case Planning Committee. A case plan is developed on the inmate before the initial classification. The case plan addresses those domains of the LSI-R that have associated risk values, including Financial, Education/Employment,

Family/Marital, Accommodation, Leisure/Recreation, Companions, Alcohol/Drug Problem, Emotional/Personal Issues, and Attitudes/Orientation. The Sentencing Report is now structured to follow the design of the LSI-R, and the case plan is included on the Sentencing Report. This allows the Parole Board, NDSP and Division staff to evaluate how the criminogenic needs of the offender are being or have been addressed during incarceration. The new case plan has also replaced the Individual Performance Plan for the inmate.

The Division has aggressively sought to manage the offender population through caseload distribution. The Division has taken a proactive approach by reducing caseloads to about 60 cases per officer from approximately 100 cases per officer just four years earlier. Low-risk cases, identified via the LSI-R and supervision history, are placed on a low-risk caseload managed by the CCA's. The Division also contracts with corrections programs service providers to supervise low-risk cases. If the offender has met all requirements of probation and has had a sufficient amount of time on supervision, the Division seeks early termination of probation by the courts.

Realizing that workloads have increased in all areas across the state, the Division secured a NIC Technical Assistance Grant. The National Council on Crime and

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Delinquency (NCCD) was hired to conduct a scientific workload study on the Division. This was done over a 60-day period in the fall of 2003. The results of the workload study indicate that the Field Services Division requires approximately 48 full-time Parole/Probation Officers to perform the case supervision and investigative tasks required by current demand. Since only 44 full-time Parole/Probation Officers are currently authorized, the Division may require approximately four additional staff. This finding is based on actual operational data secured by the Division during the last few months of 2003. NCCD noted that the workload burden of Parole/Probation Officers is subject to change over time and that efforts to estimate future staffing needs should be periodically updated to reflect recent operational trends. NCCD recommends that workload estimates be updated at least biannually using operating data that estimates the demand for case supervision and investigation over a lagging six-month period.

## **OFFENDER DIVERSION** ***FRONT-END & BACK END***

The Division addresses offender diversion using two approaches. The Division's Security and Supervision Program develops and manages programs that are utilized on the front-end to divert offenders from prison incarceration. Some of the programs listed below are utilized for both

front-end and back-end diversion. The Division also operates other alternatives to incarceration programs within Security and Supervision Program. These alternative programs are multi-use programs and can be utilized for both front-end and back-end diversion.

### ***FRONT-END DIVERSION***

- **Halfway House:** The DOCR in cooperation with Centre, Inc. entered into a contractual arrangement for halfway house services and works toward the further development and implementation of correctional treatment services based on evidence-based practices. Centre, Inc. is a North Dakota non-profit correctional agency that was formed in the mid 1970s to assist the courts and mainstream public agencies in providing community-based offender and treatment client services to establish halfway houses as a cost-effective intermediate sanction as well as an adjunct to parole and probation supervision. The role of Centre Inc. has been to provide for the public safety by offering specialized programs in the state that can effectively monitor and house offenders outside the institutions and jails.
- **Quarter House:** The DOCR in cooperation with Centre, Inc. entered into a contractual arrangement for the Quarter House facility in Fargo, ND. The strategy is to better manage resources and

effectively provide timely and appropriate housing with levels of services and accountability in a most cost effective manner. The population served is probation and parole offenders completing or enrolled in corrections treatment programming to support their recovery and/or continued reduction in risk. Offenders should demonstrate the knowledge and skills to support their functioning in this less restrictive facility. Offenders requiring a higher level of services in transition, such as the halfway house, may be phased toward the Quarter House facility. This strategy provides staff a better opportunity to monitor an offender's progress and activities in the community with the offender assuming greater responsibilities.

- **Day Report:** The Day Report Program is an offender-oriented program primarily to provide accountability and verification of scheduled activities. It further provides or coordinates services to target an offender's criminogenic needs. The supervising Parole/Probation Officer remains involved to ensure that the recommended services are provided or coordinated by the program. The Day Report Program seeks to reduce recidivism through the delivery of a broad range of services targeting the identified risk. Most common risks include relapse of

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alcohol/drug use, undereducated and underemployed, companions and housing. Screening, referral and conditional release determine eligibility for acceptance and suitability for participation based on the needs of the offender and the availability of resources to meet those needs for the various treatment options.

- **Three-Day Parole Hold:** A parole violator experiencing relapse in their recovery or other technical violations may require detention as an intervention to reestablish the offender's treatment in the community. Authority provides Parole/Probation Officers to use this time to further evaluate and implement the services recommended for the offender in the community. Evaluation of the offender's risk to re-offend determines the risk can be effectively reduced with community corrections treatment intervention and supervision.
- **Last Chance Program:** In 1999 the Last Chance Program was established in Cass County as an alternative to incarceration. Candidates for this program are offenders who have violated the conditions of supervision by using drugs or alcohol and, if not for their participation in this program, would be incarcerated. Unlike short term treatment programs of 30 days or

less, the Last Chance Program is approximately seven months. Offenders are placed in a contracted residential facility, Centre's Quarter House, for the first few months of the program. As offenders experience sobriety and a sense of stability, both emotionally and in the area of employment, they are allowed to transition to their own apartments/homes.

Addiction treatment services have been contracted from the private sector. Primary addiction treatment generally lasts about three months with aftercare the remaining four months. All participants must be involved in weekly cognitive restructuring groups, must attend at least two AA/NA meetings a week, get a sponsor and meet with that sponsor regularly, develop relationships with pro-social friends and acquaintances, and work towards developing an interest in participating in alcohol/drug free leisure activities.

The Last Chance Program promotes sobriety with responsibility. This program is not for those offenders who want to "coast" through a treatment program, possibly "jump through a few hoops" and get on with their life without making those crucial internal changes necessary to live a life of sobriety. Offenders must work full-time and participate in all scheduled programming.

Participants are required to pay a per diem at the Quarter House as well as a monthly fee toward their treatment/program fees. A comment heard from both offenders and their families is that the program "saved (their) life." The tools and the opportunity were provided - - they did the work!

- **Drug Court Program:** The Division was the driving force behind the development and implementation of the first adult drug court in North Dakota. The Division was also instrumental in seeking and obtaining federal funding for the program. In July 2001, the Division received a \$286,154 federal grant spread over three years for the operation of the drug court program. Following the implementation of the Bismarck Drug Court, the Governor requested the creation of a Drug Court Program in Fargo. Planning for the Fargo Drug Court began in January 2003 and the first participants were accepted in May 2003. In September 2004, the Bismarck Drug Court received a \$54,388 federal drug court enhancement grant spread over two years for the completion of an outcome evaluation on the Bismarck Drug Court. The Division contracted with NDSU to provide this evaluation. This grant also covers the cost of a part-time surveillance officer for the drug court and provides monies for their ongoing

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training.

**BACK-END DIVERSION**

The second approach to offender diversion is back-end programs developed and managed by the Treatment Program.

- Tompkins Rehabilitation and Corrections Center: The Tompkins Rehabilitation and Correction Center (TRCC) was established in 2003 by combining resources and programs to create a 90 bed treatment center. The program developed and grew from a 30 bed jail-based treatment program implemented in 1999, introducing in 2001 the Correctional Rehabilitation and Recovery Program (CRRP), and merging to expand services at the North Dakota State Hospital since July 2003. The TRCC program is managed by the Field Services Division in cooperation with the North Dakota State Hospital.

The TRCC program serves both male and female offenders. The facility houses residents separately on three wards, delivering a minimum 100 days of cognitive behavioral treatment in a structured social learning correctional model program. Services are gender specific and programs within the facility target specific needs. In addition to the contractual services provided by the State Hospital, the Field Services

Division dedicates three full-time staff on-site to TRCC. Interdisciplinary involvement, multiple treatment modalities and aftercare planning are all accomplished in residence.

The Field Services staff provide supervisory and case management services. Programming includes transitional planning and discharge placement with aftercare in the community. Appointments for recommended services in the community are established for every resident prior to discharge.

- Female Inmate Transition Program: In 2002, a research study was conducted by Minot State University on females incarcerated in the North Dakota prison system and indicated some specific areas of need and concern. Among the commonalities were: low education and few, if any, employment skills, victims of domestic violence, co-dependent, addicted to alcohol/drugs, mothers with poor parenting skills, few to no money management skills, and low self-esteem. Most of the female inmates have been sentenced on drug or drug-related charges. Often their criminal involvement had been as a crime-partner to their significant other. To release women from prison directly into the community without addressing these areas of need would be continuing to

promote the “revolving door” of female in the criminal justice system. Unfortunately, not only would the women be affected by this process, but their children as well, since female crime has a generational component.

A contract was negotiated with Centre, Inc. to provide residential and intensive case management. A total of 15 beds, five in Bismarck and ten in Fargo were arranged. The case management was to focus on the needs of the women and to provide aftercare and counseling to better equip them to start a new life in the community. Partial funding has been provided through an Edward Byrne grant.

The women are expected to be employed full-time and to pay \$11/day to Centre. They are required to budget their money, pay court-ordered child support, fees, fines, restitution and implement a personal savings plan so they will be able to rent an apartment and set up a home upon their release from inmate status.

In December 2003, the first two females were placed in the program. Since then, 58 women have participated in the program. Forty-nine women successfully completed the program and nine were terminated then returned to Dakota Women’s Correctional



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Rehabilitation Center (DWCRC). Of those nine, two have since completed addiction treatment and been reinstated in the program. The program has been a success and the plan is to increase the number of female inmates transitioning into this program in our next biennium.

- Bismarck Transition Center: The Bismarck Transition Center (BTC) is operated and managed by a private, non-profit corporation headquartered in Butte, MT. Community Counseling and Correctional Services, also known as CCCS, opened its doors to BTC during August 2002. Although BTC was originally planned as a 50-bed facility, it has grown to a 63-bed facility and is contemplating further growth in the very near future. BTC is a community-based correctional facility providing programming services and alternatives to direct release into the community for the DOCR. BTC houses only adult male offenders who do not have a repetitive history of serious violent crimes. Sex offenders are not eligible for admission to BTC.
- Re-Entry Program: The Re-Entry Program began in 2003 and is a federal initiative supporting the cooperation of multiple service agencies to return youthful and higher risk offenders from prison to their community on parole.

Offenders that meet the criteria for the Re-Entry Program are identified upon admission to prison. The target population for the Re-Entry Program is men or women between the ages of 18-35, who have a current violent offense or history of violent offenses, or have a LSI-R score 24 or greater, and are planning on returning to Cass, Burleigh or Morton County upon release from prison.

The program consists of three phases: Phase I - Institution-based programs, Phase II - Community-based transition programs and Phase III - Community-based long-term support. The re-entry participant must enter into a program agreement, which includes goals and objectives that focus on reducing risk by addressing the ten domains of the LSI-R. The Re-Entry Program includes institutional and community treatment, transitional housing, participation in AA/NA, educational and vocational training, employment, and community services.

The program recognizes the importance of collaboration between various community agencies to effectively meet the needs of offenders and the community. Community Re-Entry Teams in Cass and Burleigh Counties meet on a monthly basis. These teams screen candidates, develop community case plans, provide services and meet with participants.

- Jail Parole Violator – A parole violator awaiting further disposition and their return to prison may be held in jail pending further outcome. Elevated risk to re-offend warrants an offender's return to incarceration.
- Correctional Program Assessment Inventory (CPAI): Several of the programs described above have been evaluated using the Correctional Program Assessment Inventory (CPAI).

## CRIME VICTIMS PROGRAMMING

The Division manages a comprehensive crime victims delivery system. The Victims Services Program has a Victim Coordinator who informs victims of inmate status changes/issues. This position also provides victims with crises intervention and referral information. The Victim Service Program works closely with Parole and Pardon Advisory Boards and also serves to educate law enforcement, prosecutors, judiciary, and the public on victim's rights, needs, and issues. The other aspect to the Victims Services Program is the Crime Victims Compensation Fund and Assistance Programming. This fund serves as a payer of last resort to victims of violent crimes.

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This fund can reimburse victims for up to \$25,000 of damages related to medical expenses, wages lost, and funeral expenses as a result of a violent crime. The Crime Victims Program is the state's recipient of Victim of Crime Act funds. Through this funding, Crime Victim Services provides federal pass-thru funds to nearly 40 crime victim service agencies statewide.

## SECURITY AND SUPERVISION

The Security and Supervision Program within the Field Services Division is maintained in fifteen district offices located in Williston, Minot, Rolla, Devils Lake, Grafton, Grand Forks, Fargo, West Fargo, Wahpeton, Oakes, Jamestown, Bismarck, Mandan, Washburn, and Dickinson.

The primary responsibility of the Security and Supervision Program is to provide supervision and services for offenders placed on probation, parole, or on inmate status in the community. In some cases, work with the offenders actually begins with preparation of the Pre-sentence Investigations (PSI) that is provided to the court prior to sentencing. The PSI is actually formatted and based on the ten risk domains of the LSI-R assessment tool, and can provide valuable information to officers when assuming supervision of the

offender. All offenders placed under supervision will have the LSI-R assessment tool completed. It is from that tool that the case supervision plan is developed. Any of the ten LSI-R domains that score a risk require that the officer address the area in their supervision plan. The actual work with the offender can vary from one area to another, depending largely on the services available in a particular community. Obviously, the more urban districts have many more services available than in the rural areas. Whatever the area or community, the Division does attempt to implement a type of "community policing" approach, utilizing the services that are available to them. With this approach, the more people involved such as family, employers, treatment providers, community groups, religious organizations, or just ordinary citizens can work together to provide a safer, healthier community. The offender supervision contacts have changed to reflect that philosophy as fewer offenders are being seen in the office, and more emphasis has been placed on home visits, work site contacts, etc.

Throughout the period of supervision, officers actively seek to work with the offenders in the community. It is a delicate balance of trying to address the needs of the offender versus their assessed risk in the community. Officers frequently use the Intermediate Measures Program whereby they address offender violations with

sanctions available. Again, intermediate measures can vary substantially given what resources are available. If an offender's behavior warrants revocation of their supervision, the officer files the necessary paperwork to see the offender is returned before the appropriate jurisdiction for disposition.

Rising caseloads are always a concern for the officers. It is our belief that officers can effectively manage an active caseload of no more than 60 offenders. Currently, caseloads in several areas of the state exceed that number, but the most concern is in the northern areas of the state, especially Williston, Minot, Devils Lake, Grafton, and Grand Forks.

At the present time, there are two outlets that the Division uses to divert low-risk cases from Parole/Probation Officer's caseloads. The first is to divert low-risk cases to a contract agency. In Grand Forks, the service provider is the local Community Service Office. In Fargo and Bismarck, the cases are diverted to Centre Inc. The second method of diversion the Division is using for our very lowest risk offenders is to divert them to Field Services Community Corrections Agents. CCA's are not sworn peace officers but are trained to supervise low-risk cases. Typically, these offenders have completed the majority of their case plan requirements but have ordered financial obligations to complete.

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Another method used to keep caseload numbers in check is to petition the court for early termination from probation supervision. Officers will review cases that have been on supervision for 30 months or longer to determine if any of the offenders are appropriate for early termination. To be eligible, an offender would need to complete all court-ordered conditions of supervision as well as the requirements of their individual case supervision plan. Public safety is taken into account before petitioning for early dismissal and county prosecutors are consulted.

Even with the diversion programs presently being deployed by the Division, caseloads continue to rise primarily driven by illegal drug activity. The Division is presently looking for innovative ways to reduce overall caseload numbers. They include, but are not limited to, a short version of the LSI-R assessment that is designed to divert low-risk cases to bank supervision and will consider new technologies such as KIOSK systems that can assist in managing large numbers of low-risk offenders.

The Division will continue to look at ways to keep caseloads manageable, and, therefore, help focus our Parole/Probation Officers' efforts in dealing with the high-risk offenders.

### **INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION**

The Interstate Compact for Adult Offender Supervision was approved in the 2001 legislative session and formally had the repeal section removed in 2003. The Interstate Compact promulgates rules to achieve the goals of the compact, ensures an opportunity for input and timely notice to victims and to jurisdictions where defined offenders are authorized to travel or to relocate across state lines and will establish a system of uniform data collection, provide access to information on active cases by authorized criminal justice officials, and coordinate regular reporting of Compact activities to heads of state councils, state executive, judicial, and legislative branches and criminal justice administrators.

The Division currently supervises approximately 602 out-of-state offenders in North Dakota and approximately 697 North Dakota offenders are out-of-state on interstate compact. Each month the Division investigates approximately 40 incoming and 40 outgoing requests to have an offender's supervision transferred. Approximately 25% of the Division's entire caseload is an interstate compact offender either coming to North Dakota from another state or moving from North Dakota to another state.

### **SEX OFFENDER MANAGEMENT**

Following the abduction and murder of Dru Sjodin in the fall of 2003 by a high-risk sex offender from Minnesota, the Field Services Division looked closely at the direction we had been taking in the supervision and monitoring of sex offenders. North Dakota did not want another person - - adult or child - - to be victimized in the same way as Dru Sjodin.

Governor Hoeven appointed a state-wide task force to meet and discuss issues relating to sex offenders, to determine if legislative changes needed to be made, and to plan the direction North Dakota was going to take to develop a more conscientious and formidable approach to the matter of sex offenders residing within the state. The Division conducted an internal review of our sex offender management practices and, as a result, sought outside assistance from experts. A team of consultants from the Center for Sex Offender Management (CSOM) based in Maryland was hired to evaluate how North Dakota dealt with sex offenders.

The Field Services Division responded aggressively to the suggestions made by the team from CSOM and the Governor's Task Force. Five experienced Parole/Probation Officers were promoted to

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Sex Offender Specialists; two are stationed in Bismarck, two in Fargo, and one in Grand Forks. In addition to supervising sex offenders, they are responsible for writing all sex offender pre-sentence reports and to provide the Court extensive information to assist in sentencing. Sex Offender Specialists are highly trained and supervise a sex offender-specific caseload.

A manual was published specific to the writing of the pre-sentence report, working with victims of sexual abuse, completing assessment tools, supervising and monitoring sex offenders. Current policies were rewritten and new policies were developed to accommodate a more stringent approach to the supervision of sex offenders.

A contract with an independent polygraph operator is in place to assist officers and treatment staff in obtaining a higher level of honesty and accountability. The polygraph is also used in the process of addressing offender's denial and minimization of their offense(s).

A contract is being sought for a GPS (Global Positioning Satellite) System. The contract will be for both the active and passive electronic supervision systems. Pilot programs in Bismarck/Mandan and Fargo/West Fargo will incorporate the active system. Law enforcement will assist

Parole/Probation Officers in responding to calls relating to offenders' non-compliance. Local Sex Offender Containment Boards will be established to help determine which high-risk offenders will be placed on the service, the conditions, and/or restrictions, and their possible terminations from the system. The Containment Model, by its very name, describes North Dakota's plan for supervising and monitoring sex offenders. The Division wants our citizens to be as safe as they can be from the continued perpetration of victims by sex offenders.

## PARTNERSHIPS

In 2003, the Division of Field Services and the Prisons Division, collaborated to request technical assistance from the National Institute of Corrections. The application process was competitive and North Dakota was one of four states selected among 23 applicants to receive technical assistance for the Transition from Prison to Community Initiative (TPCI). The North Dakota DOCR was recognized to have the ability to develop and implement the TPCI model through change and collaboration.

Though the TPCI requires improving and building on collaboration, the Division of Field Services has a long history with agencies working with offenders in our communities. The Division's relationship with other criminal justice agencies and service providers in our communities has

always been a strength of our division. However, partnerships with stakeholders to develop a greater understanding and an agreement regarding resource management are necessary under the TPCI model. To manage offenders responsibly and achieve better outcomes, these partnerships and collaboration will improve the response and outcomes.

Complimenting our work toward our mission to provide public safety is the Division's relationship with North Dakota's Regional Human Service Centers. The Department of Human Services (DHS) is the primary service provider to meet the individual's needs, including the offenders residing in our communities. Though the DOCR has developed partnerships, programs, and contracts through the 1990's with the public and private sector, analysis for services to fill needs and gaps remains in 2005. Possibly a greater obstacle with partnering agencies and stakeholders is agreeing on how existing resources can be used most effectively to meet the needs of the offender population, but most importantly to improve public safety by reducing recidivism.

The TPCI model is fundamentally anchored in evidence-based practices. The DOCR still has challenges and decisions regarding further development and change. However, some of our more recent examples of improved practices

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demonstrated in our Division include implementation of the Levels of Services Inventory-Revised (LSI-R), the Tompkins Rehabilitation and Corrections Center, the Drug Courts, Re-Entry Initiative, Bismarck Transition Program, Female Inmate Transition Program, Last Chance Treatment Program, Sex Offender Specialists, Parole Re-Entry Specialists, among other changes in policy and procedures to follow evidence-based practices.

## INFORMATION AND TECHNOLOGY

The Division has developed and managed a customized information management database. The database, Department of Corrections Subject Tracking and Reporting System (DOCSTARS), is an integrated multipurpose system that manages case information, demographics, financial obligations, case notes, case plans, and interstate compact tracking and other Division information. The system provides real-time access to all staff on a wide area network. The DOCSTARS system is shared with the Prison's Division so access to information is available to the Adult Services Division. In addition, the Division has subprograms that assist with our victim notification, compensation and assistance programming.

The Prison's Division utilizes a separate database (ITAG), which is in return shared with the Division. Integration of these systems has been evaluated but cost and implementation issues have impeded development in this area.

## PAROLING IN NORTH DAKOTA

The North Dakota Parole Board is comprised of six members appointed by the Governor. Members are appointed to three-year terms with two seats up for reappointment every year. Three members sit on any given board and the board usually meets the first Monday of each month. The North Dakota paroling statute is located in N.D.C.C. 12-59. North Dakota has a discretionary paroling system. Discretionary parole is the discretionary authority of parole boards to release prisoners before the end of their sentence based on statute and administrative determinations. Some statutory and administrative factors taken into consideration in the decision-making process are:

1. Circumstances of the offense
2. Victims, judges, and states attorneys statements
3. Pre-sentence report (if one has been completed)
4. Family history
5. Social history
6. Education
7. Criminal record

8. Institutional conduct
9. Participation in education and treatment programs
10. Medical and psychological records
11. Transitional planning and public safety factors

## STATISTICAL OVERVIEW

The graph titled "Prison and Parole Populations One Day Count" depicts what was a growing disparity between the prison population and the number of people on a parole status in early 2000. For instance, a one-day count in 1994 revealed there were 567 individuals in prison and 94 on parole. This showed that 14% of those who were to be in prison were on a parole status. In contrast, a one-day count in 2000 revealed 1,076 people in prison and 111 on parole status, which means that 9% of those who were to be in prison were on a parole. The trend has changed in recent years as demonstrated by the year 2004 in which a one-day count showed there were 1,329 people in prison and 241 on parole status or 15% were on parole status.

The second graph titled "Percent Prison Eligible Population to Parole One Day Count" further demonstrates that the parole population, relative to the prison population, has remained fairly stable during the last decade with a brief dip from 2000 through 2002. The recent trend indicates the possibility of a growing parole population that may soon become more

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congruent with national parole population to prison population ratios.

**PARDON ADVISORY BOARD**

The Field Services Division manages the North Dakota Pardon Advisory Board process. The statutory authority is located in N.D.C.C. 12-55. The board serves in an advisory capacity to the governor and makes recommendations on requests. The governor retains sole statutory authority to take any of the following actions:

1. **Commutation:** The change of the punishment to which a person is sentenced to a less severe punishment.
2. **Conditional pardon:** A pardon, commutation, reprieve, or remission of fine subject to terms and conditions established by the governor upon the recommendation of the pardon advisory board.
3. **Pardon:** The removal of punishment or custody imposed upon a person for the commission of an offense. A pardon does not remove the fact of that person's conviction or plea or finding of guilt for an offense unless specifically stated in the certificate of pardon.
4. **Remission of fine:** A release or partial release of a fine.
5. **Reprieve:** A temporary relief from or postponement of the execution of a criminal sentence.

The board usually meets the first week in April and November of each calendar year to review the docket established by the deputy clerk to the board. The Field Services Division processes approximately 100 pardon applications a year.

**STAFFING**

The Division's staffing priorities are to hire quality, well educated, and motivated employees. It strives to retain its employees by offering a fair compensation package and a quality work environment. The Division puts that philosophy into practice and it is demonstrated by the 03-05 biennium's turnover rate of 3%. The 03-05 biennium authorized 79.75 FTE's (Full-Time Equivalency). The Division currently has 90 employees which include part-time and full-time "temporary" employees.

<u>JOB CLASS</u>	<u>NUMBER</u>
<i>Director</i>	1
<i>Program Managers</i>	10
<i>Parole Officer III</i>	15
<i>Corrections Program Administrator</i>	2
<i>Parole Officer II</i>	35
<i>Community Corrections Agent I, II, &amp; III</i>	17
<i>Correctional Case Managers</i>	2
<i>Administrative Staff Officer</i>	1
<i>Administrative Assistant</i>	7
<b>TOTAL</b>	<b>90</b>

**DIRECTOR:** The Director is responsible for the overall Division operation and budget management. The Director has the responsibility of supervising Division Program Managers and approving various program implementations within the Division. This position also serves as the Clerk for the Pardon Advisory Board and Parole Board.

**PROGRAM MANAGER:** Individuals in this position are responsible for managing and developing Community Corrections Programs and Victim Services within the Field Services Division. The management duties involve supervision of staff, program budget analysis including grant requests, and serve as a Division liaison with other collateral agencies.

**CORRECTIONS PROGRAM ADMINISTRATOR:** Individuals in this position are responsible for managing crime victim compensation funds and notifying victims of crime on offender status within the corrections system. Other duties include reviewing compensation application requests from victims and dispensing crime victims' compensation funds in line with program requirements. Duties also include notifying of victims regarding their rights, providing referrals and crises intervention when needed, and assisting Parole and Pardon Advisory Boards with victim issues. This position also serves as a Division liaison with other

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crime victims programs operated throughout the state.

**PAROLE OFFICER III:** Individuals in this position are responsible for managing staff in district offices that include Parole/Probation Officers in the Field, Community Corrections Agents and Administrative Assistants in specific regional offices throughout the state. Duties include monitoring staff performance, liaison officer with various agencies, and respond to various employee issues. This position may require some supervision of offenders. Other duties include the title of hearing officer. They facilitate hearings for various offender disciplinary actions. Other program responsibilities include field training officer, managing the drug court, re-entry and TRCC programs, managing a specialized sex offender caseload including sex offender investigations, and managing the project safe neighborhood program that investigates and supervises violent offenders with a history of weapons possession crimes.

**PAROLE OFFICER II:** Individuals in this position are responsible for the direct supervision and overall management of offenders placed on supervision by the courts, Parole Board, and the director of the DOCR. This position requires completion of various investigations for the stated entities listed above and other

miscellaneous investigations as may be required. Job duties include preparing testimony for various offender court hearings. It includes the implementation of the Community Corrections Philosophy within their working region.

**COMMUNITY CORRECTIONS AGENT I, II, III:** Individuals in this position are responsible for administering and coordinating the offender interstate compact system under direction from the Interstate Compact Administrator. They perform office management, clerical, and reception duties in various regional Division offices. They assess and supervise low-risk offenders on probation, prepare and maintain caseload records, develop and maintain offender supervision plans. Other duties include the monitoring of offender compliance, drug testing, fingerprinting and DNA testing. They assist in the collection of court costs, fines, fees and restitution owed by offenders. They interact with the judicial system and various agencies to assist with the rehabilitation of offenders on parole or probation.

**CORRECTIONAL CASE MANAGER:** Individuals in this position are responsible for coordinating offender rehabilitation in a community correction therapeutic setting. Their duties include coordination of programming based on offender risk assessment and treatment goals, security in a locked offender ward, and coordination of aftercare providers upon offender release to

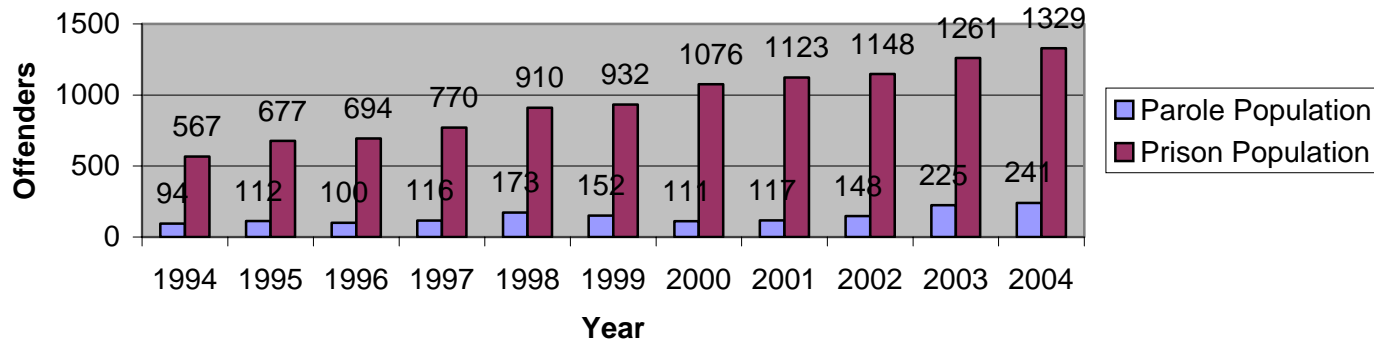
the community.

**ADMINISTRATIVE STAFF OFFICER:** The individual assigned to this position works closely with the Division Director and manages the director's daily activities with law enforcement, courts and various other agencies. Other responsibilities include providing administrative support to the Pardon Advisory Board, managing IOSP cases, coordinating the transportation of Parole Board violators, and acting as a liaison to members of various boards served by the Director.

**ADMINISTRATIVE ASSISTANT:** Individuals in this position are responsible for providing administrative support to Field Services Division and Parole Board staff. They prepare various reports that require attention to detail, review legal documents, research background information on offenders, maintain offender caseload records, compile information into the Division's record management system, and assist with drug testing of offenders. Other duties include interaction with the judicial system and various agencies to compile sentencing information.

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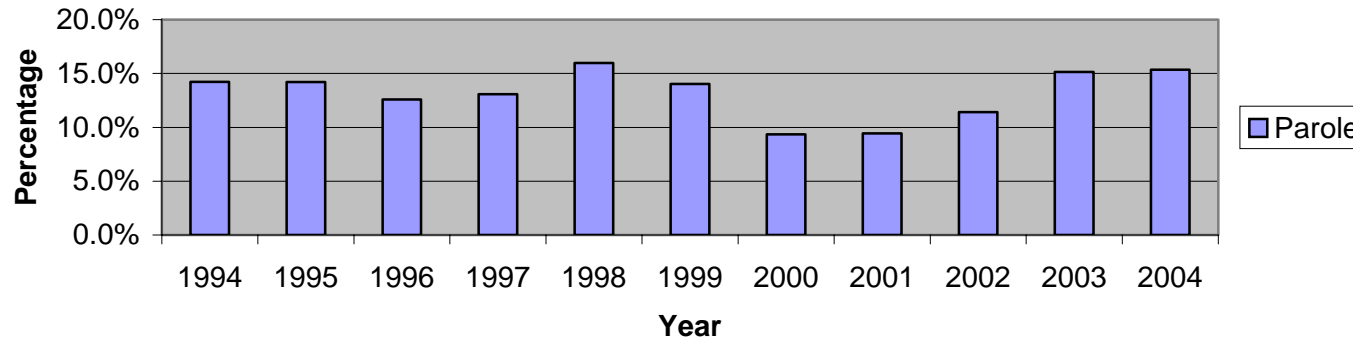
**Prison and Parole Populations  
 One Day Counts  
 (December 31)**



**STATISTICAL OVERVIEW** – \*Note: Unless otherwise noted, all information contained in this section is representative of data obtained through December 31, 2004.

- Average number of cases reviewed by the Parole Board per month: 166
  - 62 Initial Reviews
  - 83 Parole Release Reviews
  - 21 Violation Reviews
- Average parole granted: 67%
- Average length of parole granted: 195 days
- Rescission action average: 13%
- Revocation action average: 18%
- One day parole population count:
  - January 1, 2002: 117 Parolees
  - April 1, 2005: 278 Parolees

**Percent Prison Eligible Population to Parole  
 One Day Count  
 (December 31)**

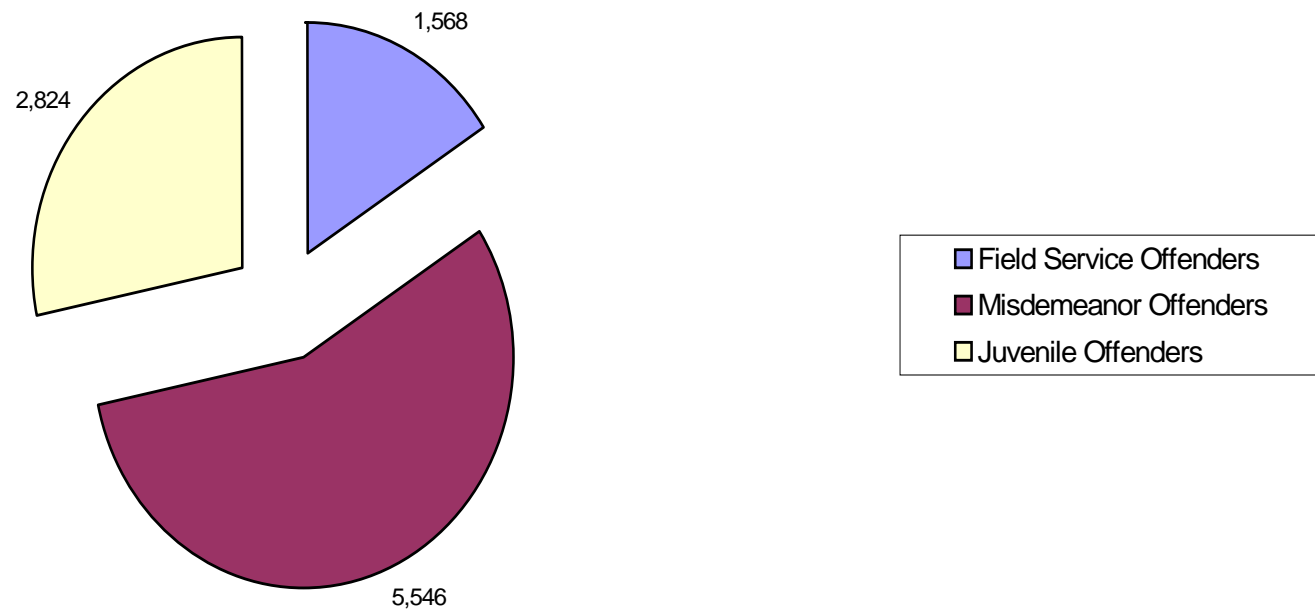




North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**  
Warren Emmer, Director

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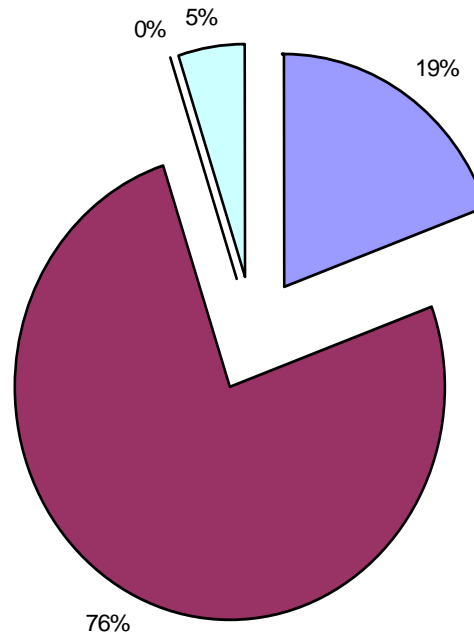
**Human Resources Delivered to the Community through Community Service Programs  
by Offender Type**



North Dakota Department of Corrections and Rehabilitation  
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Warren Emmer, Director

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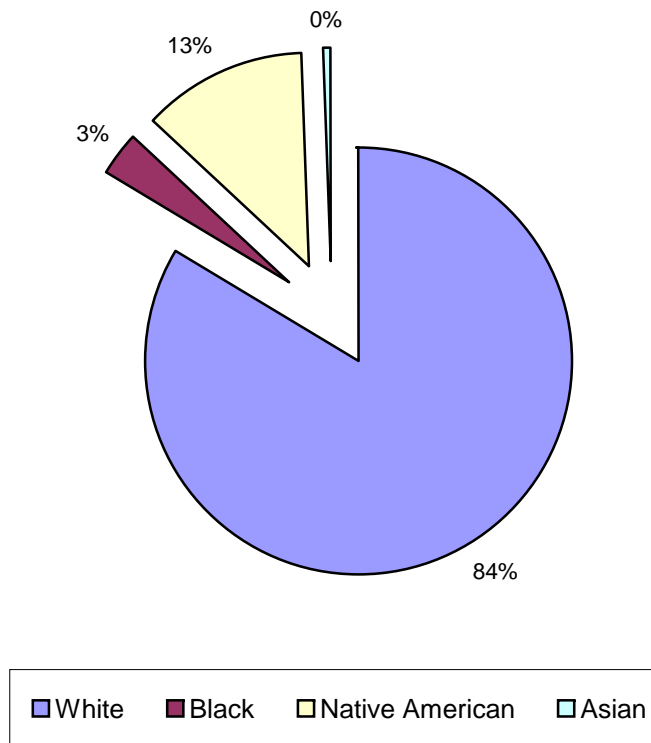
**Entries on Supervision by Supervision Type  
During July 1, 2003 thru June 30, 2005**



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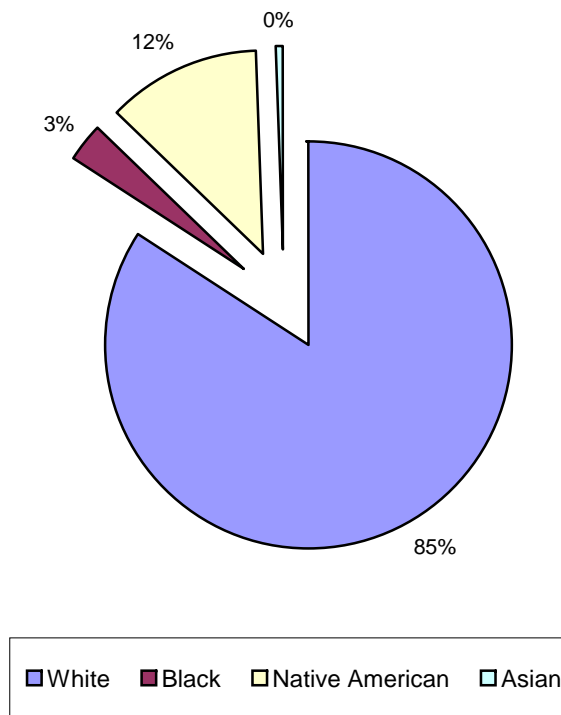
**OFFENDERS BY RACE - One Day 7/1/03**  
**Count 3,846**



North Dakota Department of Corrections and Rehabilitation  
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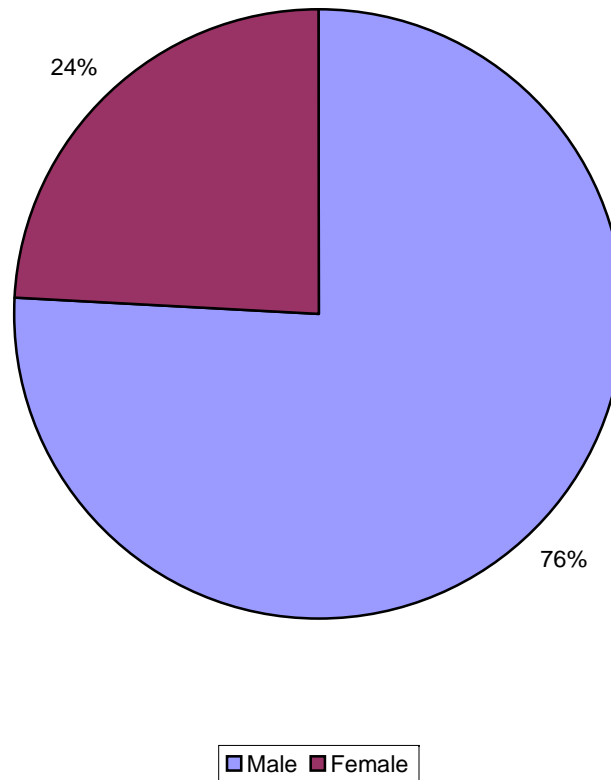
**OFFENDERS BY RACE - One Day 6/30/05**  
**Count 4,679**



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

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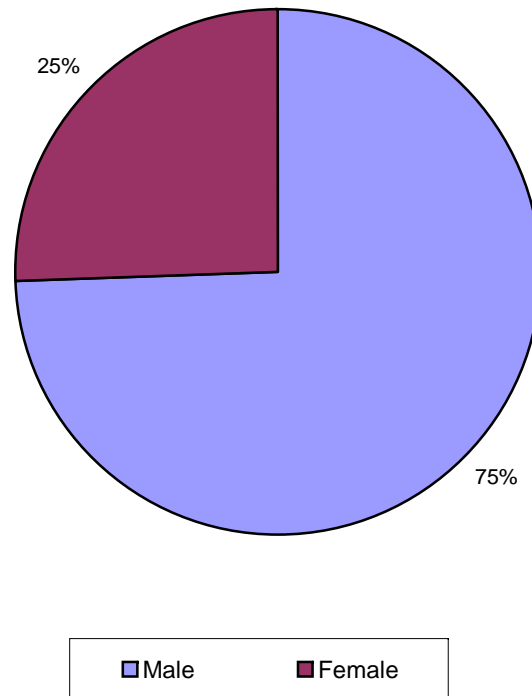
**OFFENDERS BY SEX - One Day 7/1/03**  
**Count 3,846**



North Dakota Department of Corrections and Rehabilitation  
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Warren Emmer, Director

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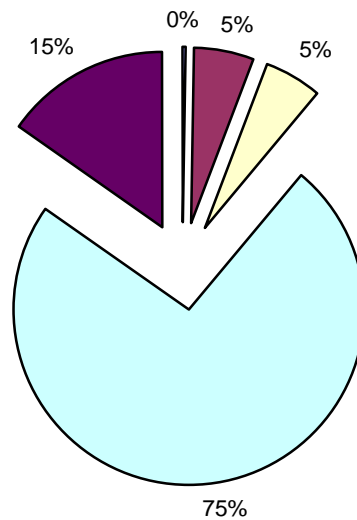
**OFFENDERS BY SEX -One Day 6/30/05**  
**Count 4,679**



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

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**OFFENDERS BY TYPE OF SUPERVISION - One Day County**  
**7/1/03 (3,846 Total)**

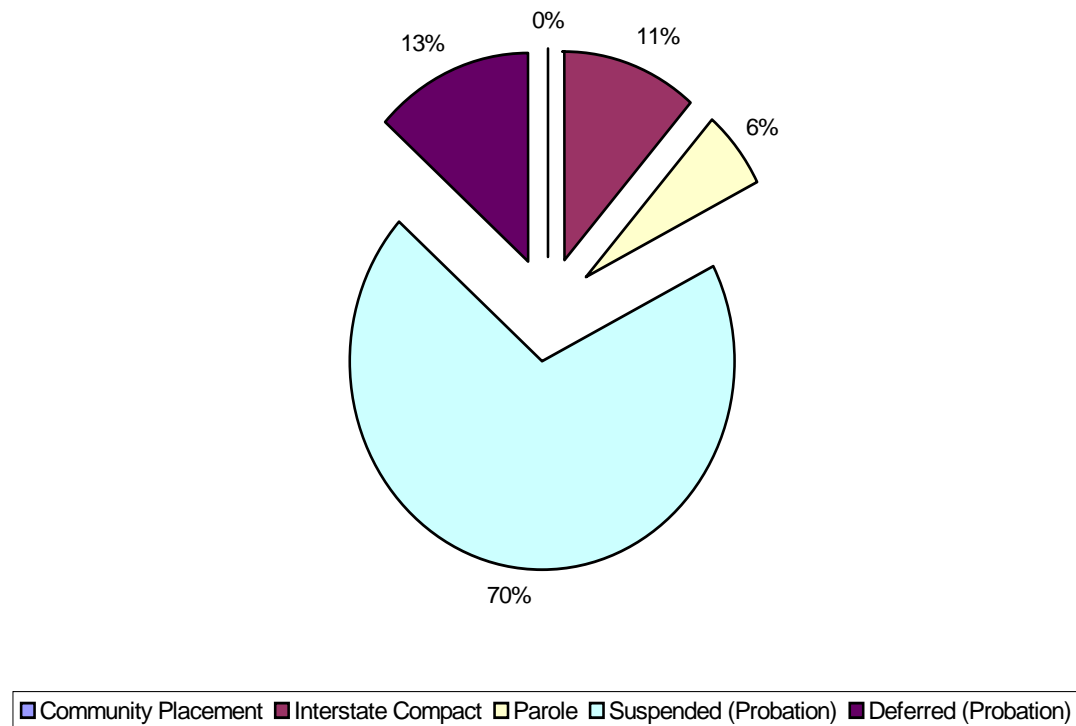


■ Community Placement   ■ Interstate Compact   ■ Parole   ■ Suspended (Probation)   ■ Deferred (Probation)

North Dakota Department of Corrections and Rehabilitation  
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**OFFENDERS BY TYPE OF SUPERVISION - One Day Count**  
**6/30/05**  
**(4,679 Total)**

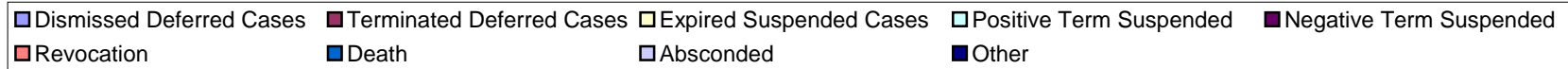
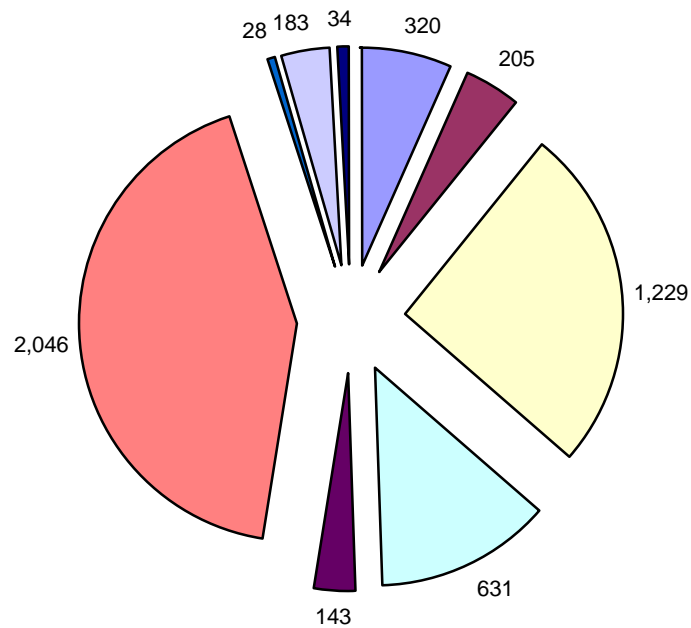




North Dakota Department of Corrections and Rehabilitation  
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Warren Emmer, Director

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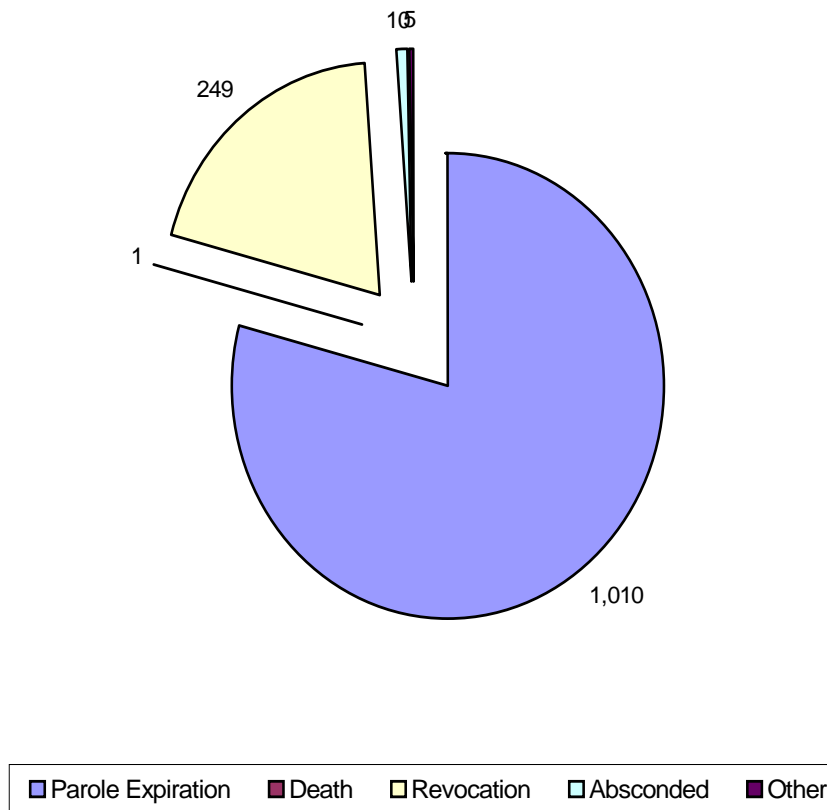
**PROBATION CASES EXITED FROM SUPERVISION**  
**5,260 Total Cases**



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Warren Emmer, Director

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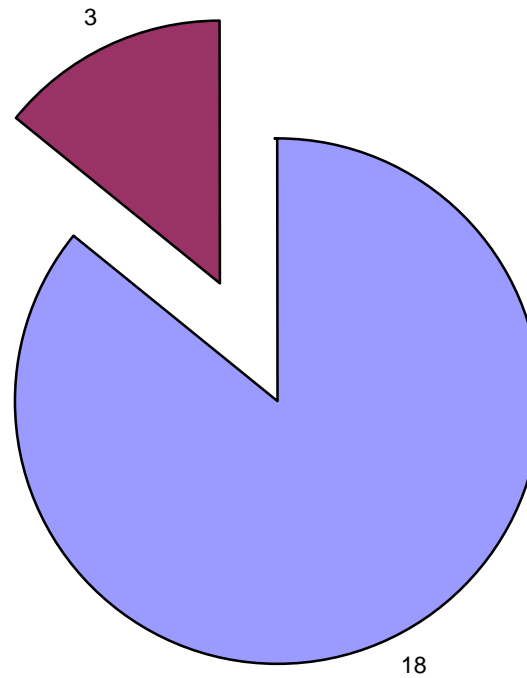
**PAROLE CASES EXITED FROM SUPERVISION**  
**1,357 Total Cases**



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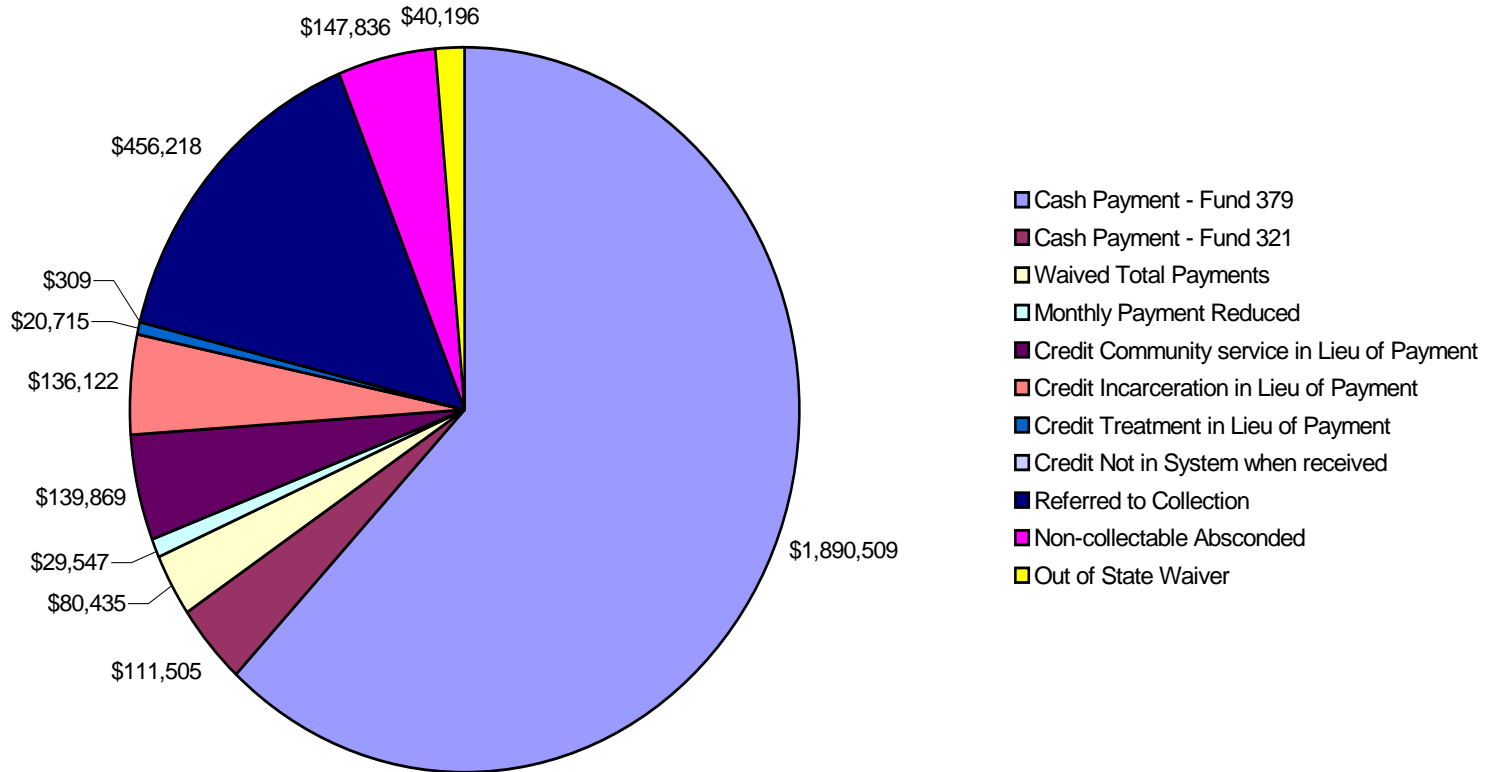
**COMMUNITY PLACEMENT EXITED FROM SUPERVISION**  
**21 Total Cases**



■ Released from Comm. Placement      ■ Revocation

North Dakota Department of Corrections and Rehabilitation  
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 Warren Emmer, Director

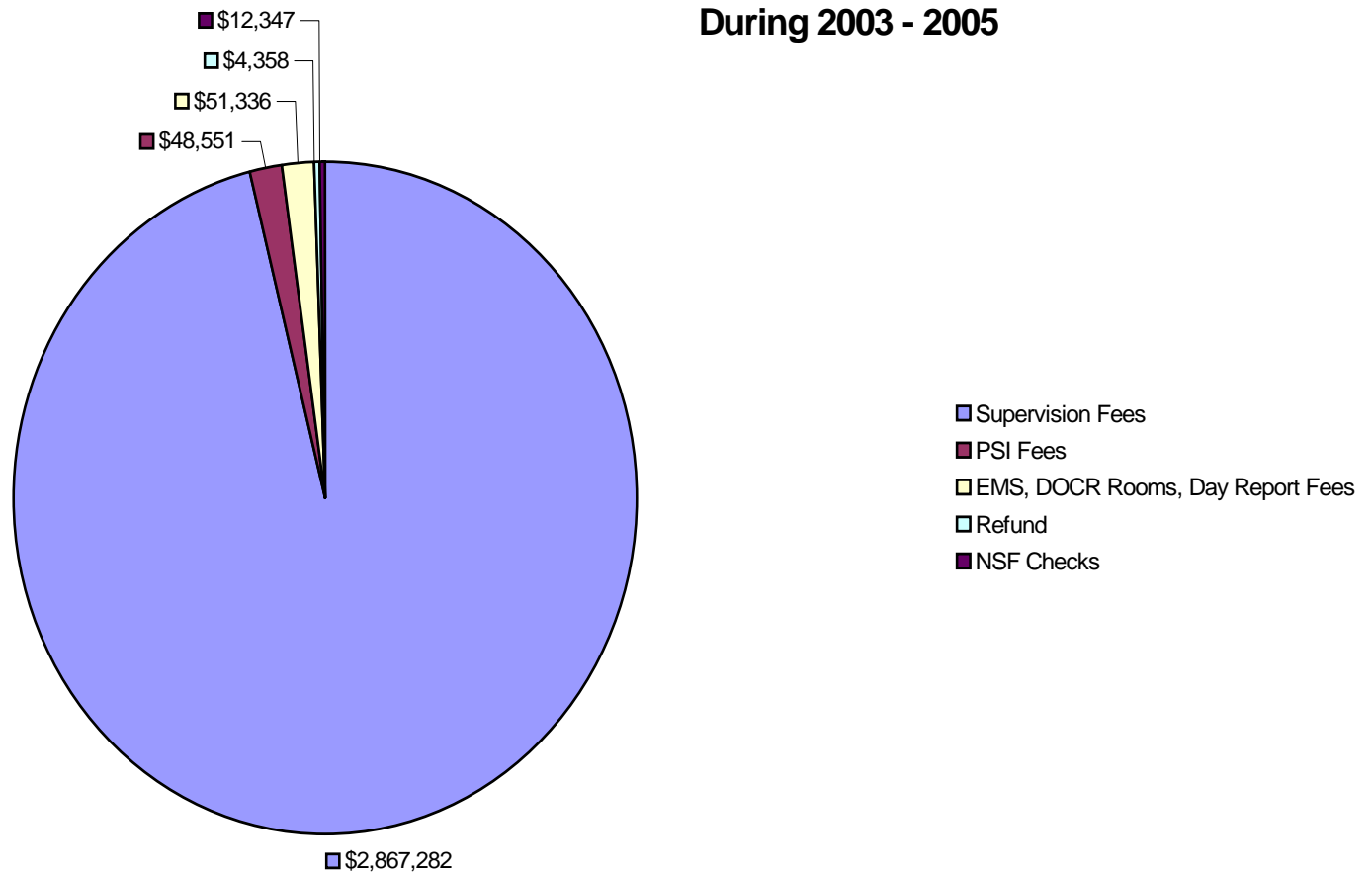
**Offender Credits During 03 - 05**



North Dakota Department of Corrections and Rehabilitation  
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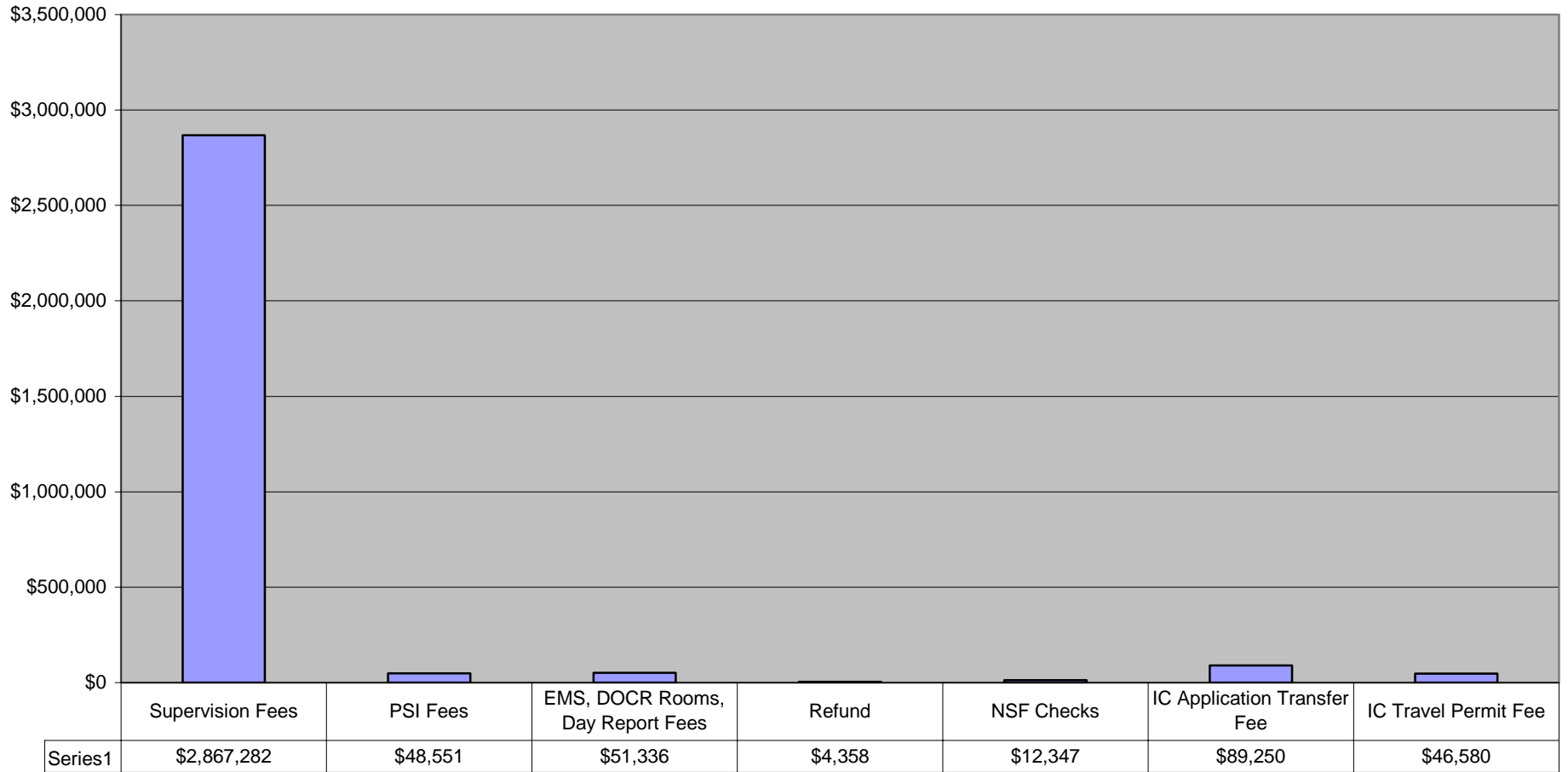
**COMMUNITY CORRECTIONAL PROGRAMMING FEES**  
During 2003 - 2005



North Dakota Department of Corrections and Rehabilitation  
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 Warren Emmer, Director

## Supervision Fees

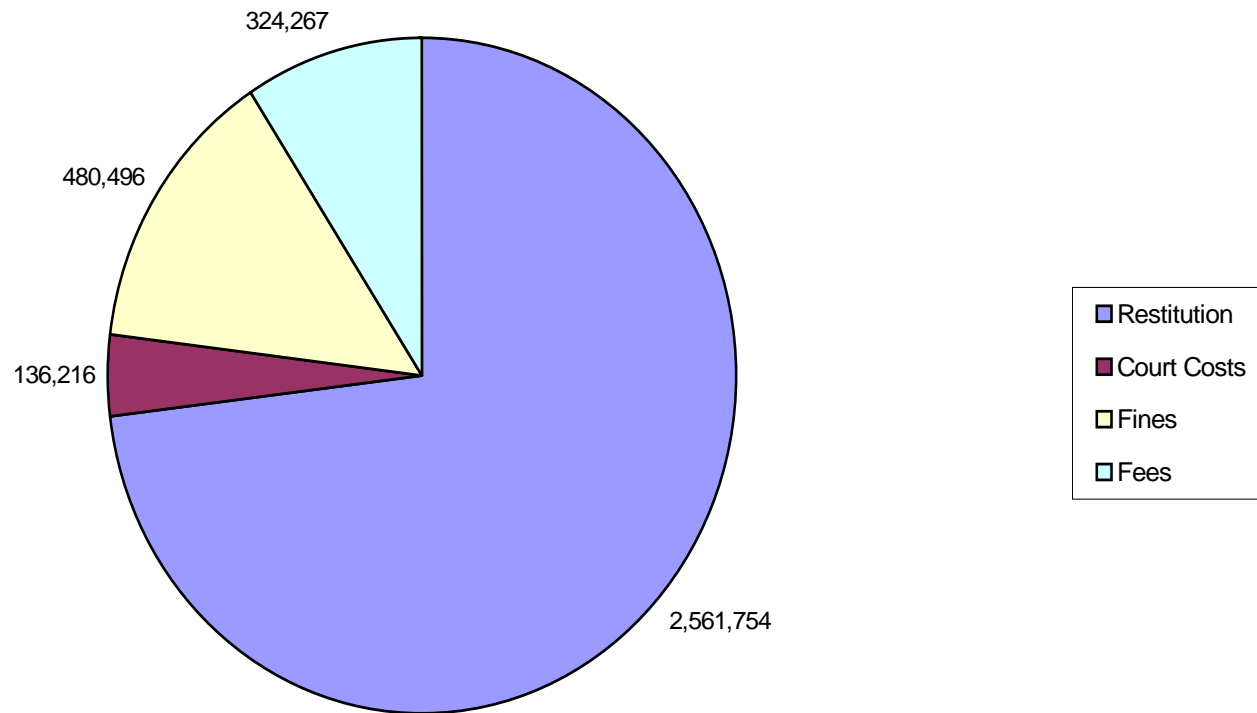
### Offender Special Fund Debits 03 - 05



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

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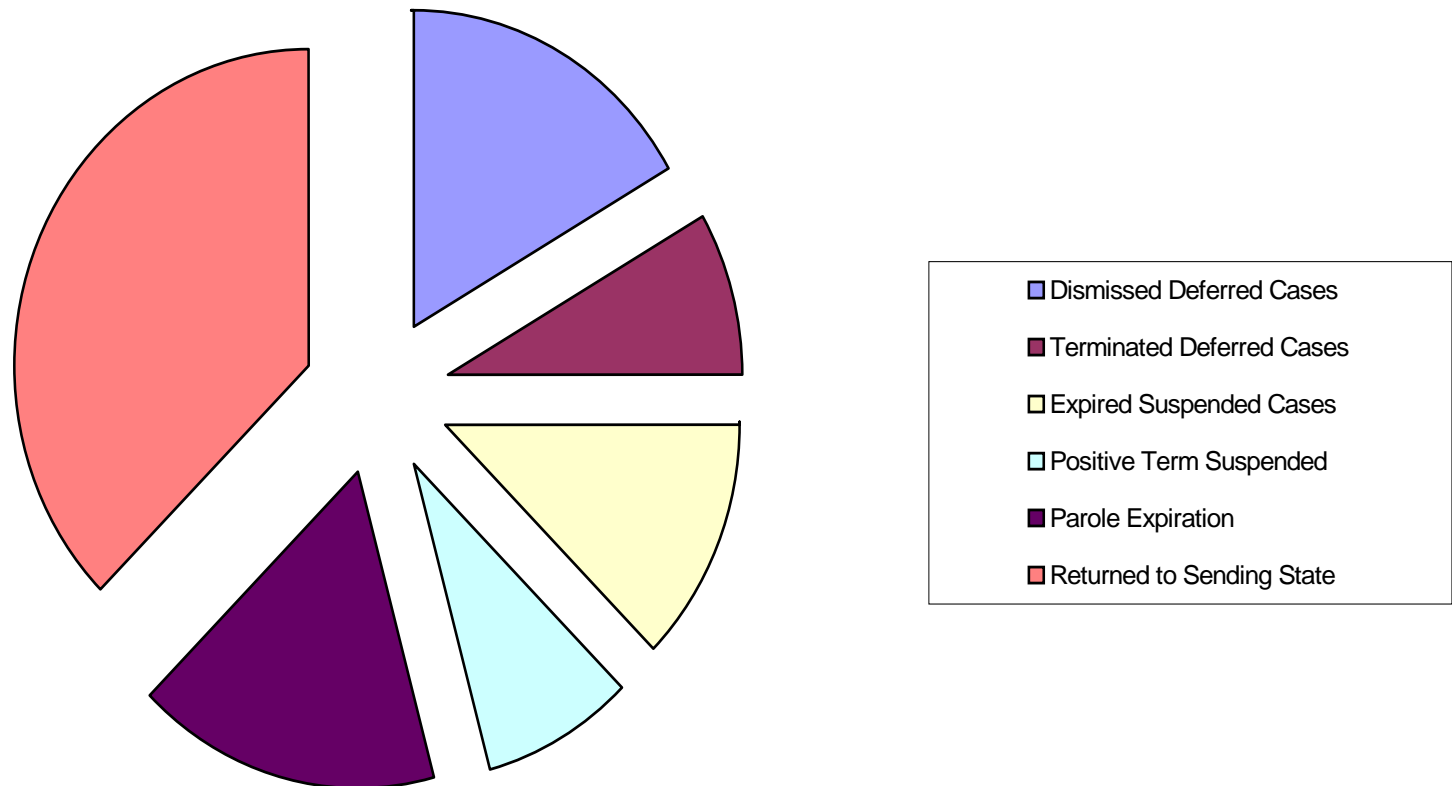
**Court Ordered Fiscal Obligations Paid on Terminated Cases  
Between 7/1/03 and 6/30/05**



North Dakota Department of Corrections and Rehabilitation  
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Warren Emmer, Director

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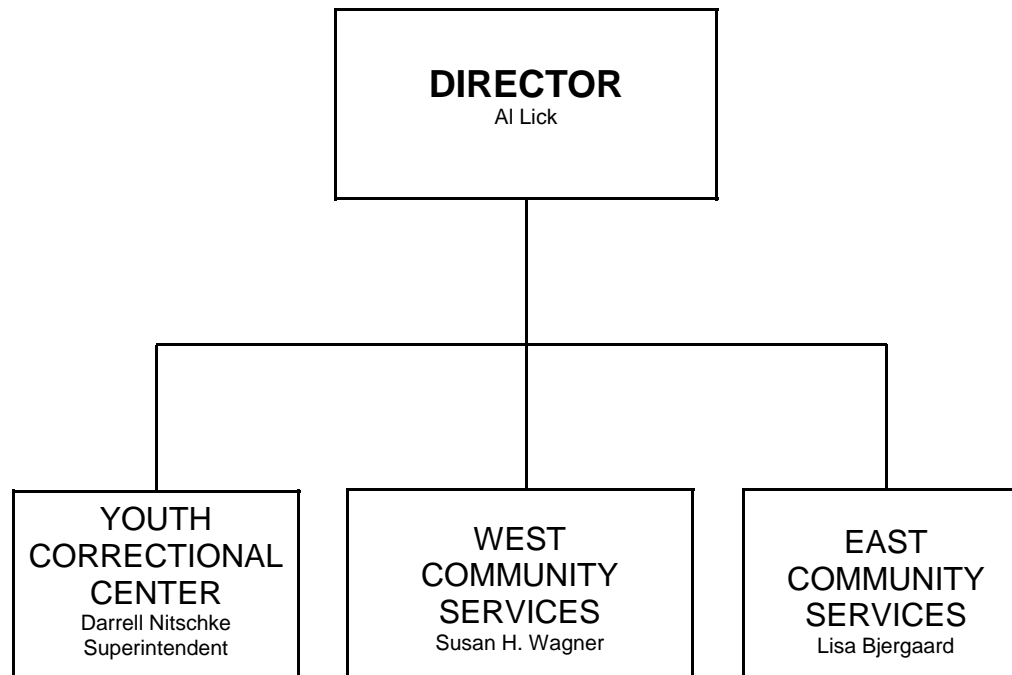
**Interstate Compact Exited from Supervision  
24 Total Cases**



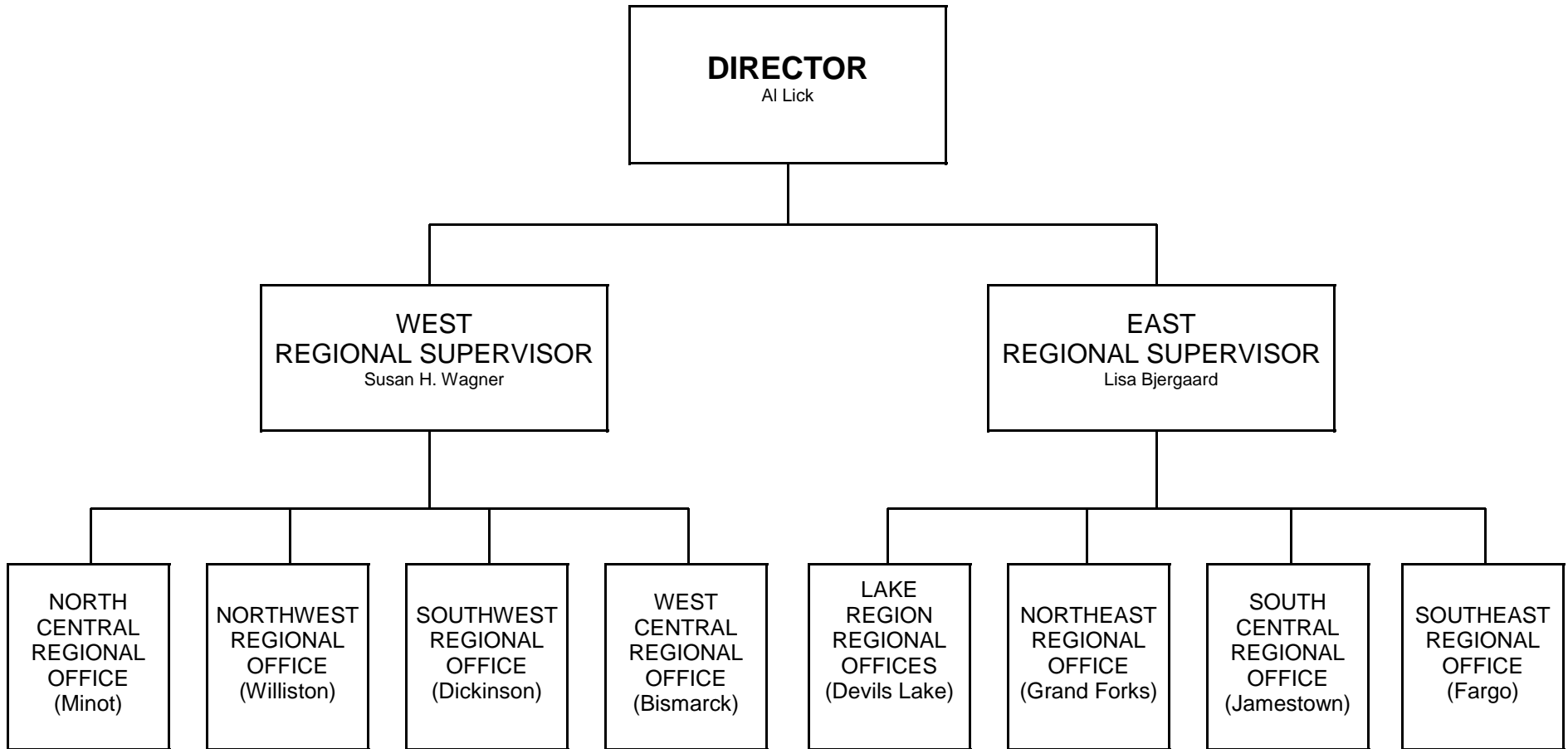




## Division of Juvenile Services



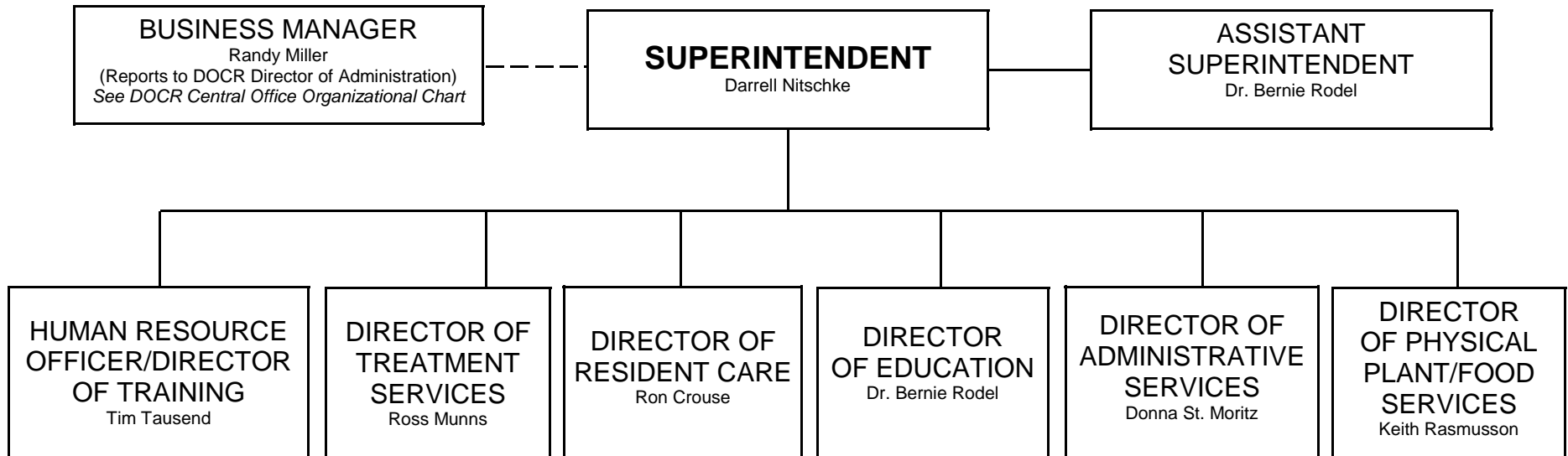
## Juvenile Community Services



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

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## North Dakota Youth Correctional Center



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

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## 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 providing 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, mental health, and addiction 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. Other referrals are made by the juvenile courts, tribal authorities, and the Bureau of Prisons. 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 General Education Diploma (GED) program and GED testing site. Marmot School is a state accredited and North Central accredited middle and senior high school. 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

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## ***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 Juvenile Corrections Specialist (JCS) who will receive permanent assignment to the case, attends the disposition hearing. Each juvenile undergoes an initial assessment of risk at time of admission to caseload. Initial placement decisions are made around the principle of safety (for the youth and community).

Supervision of the case begins immediately. Depending upon the initial placement, the JCS will develop a community placement agreement for youth who remain in the home or arrange for a suitable out of home placement somewhere along the continuum of care.

With the initial conditions of supervision established, the JCS begins the process of developing the Treatment and Rehabilitation Plan. The Division of Juvenile Services uses COMPAS, a comprehensive risk and needs assessment process, to formulate the plan.

The COMPAS process begins with the gathering and thorough review of all relevant prior history for the case. In addition to gathering the background data, the JCS

makes a visit to the parental home. Armed with all of the available knowledge surrounding the case, the JCS conducts a semi-structured interview with the youth.

Data from the interview is entered into a software program. The COMPAS program identifies 26 separate risk predictors and needs indicators that are likely to influence the outcome of the case. Furthermore, the COMPAS identifies evidence-based practices that are likely to prove effective interventions given the factors unique to each case. COMPAS also includes an electronic case-planning module that allows the JCS to develop an individualized case plan. Therefore, COMPAS effectively links researched based principles of criminogenic risk assessment to proven intervention strategies.

The process of gathering data, completing the interview and writing a treatment and rehabilitation plan is completed within 45 days of the transfer of custody. The plan is reviewed by the DJS regional managers, is shared with the youth, family, and other relevant treatment providers, and is submitted to the committing court within 60 days of the transfer of custody.

During the initial planning phase of the case, any additional evaluations or assessments are arranged.

The case Treatment and Rehabilitation

## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

Al Lick, Director

Plan is formally reviewed every 90 days. 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. Quarterly reports are submitted to regional managers for their review as well.

The COMPAS Reassessment process is completed every six months, and so progress is recomputed at that time. Cases are under constant informal observation, and are staffed regularly with the regional managers.

The JCS 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 needed depending on the juveniles' progress in the rehabilitative process. Youth who are placed in the foster care system, including residential placement, are seen a minimum of once per month.

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 JCS 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 the JCS 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 licensed beds. DJS juvenile 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 sixteen 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 eight regional offices. The eight regions are divided into a broader eastern and western region for purposes of supervision and daily management activities. Two of the corrections specialists have additional responsibilities as training assistants and mentors to newer staff. They are classified as Juvenile Corrections Specialist II's. 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. The regional managers, who are also responsible for conducting annual site audits and performance evaluations in each regional office, oversee daily operations.

## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

Al Lick, Director

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 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.

Much of the training in the recent biennium focused on the implementation of the COMPAS instrument. Staff received training on the research base for the instrument and instrument design, as well as implementation and field use. In addition, presentations included working with mental health issues, assessing and managing special issues present in the sexual offending population, risk management annual update, legal issues, and new legislation relevant to the Division.

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***

**Youth COMPAS.** Assessing the level of risk, level of need and classifying delinquent youth accordingly has long been a central focus of the juvenile corrections field. In addition to satisfying these purposes, Youth COMPAS provides DJS with research based intervention suggestions. Therefore, DJS is able to link assessment, classification and treatment intervention, thereby providing a comprehensive treatment planning approach

for each youth.

**Juvenile Recidivism Rate 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 DJS 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. A rate of 13.3% was reported for juveniles tracked from 7-1-99 to 6-30-00, and the rate was 16.9% for 7-1-00 to 6-30-01. The rate of recidivism for the most recent two-year period is 24.4% for the year beginning 7-1-01 and ending 6-30-02. In the year 7-1-02 to 6-30-03, the rate was 26.3% the recidivism rate for North Dakota remains over time the lowest of any state for which similar data are available, although rates did climb in the most recent analysis.

This study was designed to:

- Recommend instrument changes that could increase the predictive power;
- Assess utilization of the current instrument;



## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

Al Lick, Director

- Assess placement decisions for minority populations;
- Identify factors influencing placement decisions; and
- Analyze the population composition of the Youth Correctional Center (YCC).

The study provides valuable data in that it answers questions about placement decisions. It should especially be noted that the study shows race is not a factor in determining placement decisions.

### ***Intensive In-Home Family Services:***

Family-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. Budget reductions resulted in programs being reduced to 4 regions of the state, and services in these regions are provided 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:*** This 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, 8 sites served 330 juveniles.

### ***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.

- ***Attendant Care-*** The constant and direct supervision of juveniles in an unsecured setting.
- ***Detention-*** The supervision of a juvenile within the secure setting of a facility designated by the state jail inspector as a juvenile detention center.
- ***Transportation-*** Transportation to either attendant care or detention of a juvenile who has been identified as appropriate for either of the supervision settings.

The Division of Juvenile Services and the North Dakota Association of Counties coordinate the program. Training and administrative support reimbursement is provided. There are 13 attendant care sites and 6 detention sites in North Dakota.

***Restorative Justice:*** DJS contracts with a private provider to implement the

## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

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Restorative Justice Program on a statewide basis. The provider recruits, trains, and supervises staff that provide services to victims and 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 and in communities. Participating in this program enhances the overall rehabilitative process for juveniles. These youth have the opportunity to meet face to face with the victims of their crimes, take responsibility and make amends.

**EQUIP:** 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 is the cognitive intervention program that 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 is scheduled to receive a major

upgrade at the end of 2005.

### **Child and Family Services Review:**

Because DJS participates in the Department of Human Services foster care system; all 8 DJS regions participate in the Department of Human Services on-going review process of the child welfare system. In addition to case reviews, staff and administrators are involved in process as stakeholders and in some cases as reviewers. DHS publishes the results of the reviews in a fact sheet that can be found on their state web page. DJS cases always do exceptionally well in these reviews.

**Care Coordinator Services:** North Dakota's effort to provide wraparound services to youth with serious mental health problems and their families have been ongoing since 1994. DJS participates by maintaining a mental health care coordinator in 3 of the regional offices. Also, all Juvenile Corrections Specialists are certified providers of the wraparound process. DJS has participated in the development and delivery of certification training for the Single Plan of Care, and DJS youth that meet set criteria have plans written in that format.

**Strategic Planning:** The Division conducted its first Strategic Planning session in 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. A second session was held in 2000. With the goals of this plan accomplished, another planning session was held in June 2005.

In this plan, five major goal areas have been established, and teams and work groups have been assigned. The goals are as follows:

GOAL1: All kids and families will receive appropriate services in an efficient manner.

GOAL 2: Reduce recidivism rate each year by 2% for five years.

GOAL 3: DJS will employ a highly qualified, fully trained and representative workforce.

GOAL 4: DJS will improve overall client wellness through prevention, education and monitoring.

GOAL 5: Increase the effectiveness of programming for youth in juvenile corrections by responding to changing demographics.

**Day Report:** The Division contracted with a private provider to develop a day report program in 2000.

Day reporting is designed to best serve juveniles currently on probation or under custody who are in need of additional

## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

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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.

**Policy Academy:** In 2003, the National Center for Mental Health and Juvenile Justice received funding from the Center for Mental Health Services to expand the knowledge base regarding juvenile diversion and reintegration services and programs that effectively respond to the mental health and co-occurring substance abuse needs of youth in the juvenile justice system.

One of the major tasks identified was to convene a national Policy Academy on the topic of mental health and juvenile justice. North Dakota was selected as one of eight states to attend the Academy. A multidisciplinary team was assembled to attend the Academy and lead the development of a strategic plan. The team

is now in the implementation phase of that plan. The National Center for Mental Health and Juvenile Justice continues to work closely with the teams that attended the Academy. As part of that collaboration, each state receives technical assistance from various nationally recognized experts in the field.

The North Dakota team as established as their mission "to effectively serve youth with mental health and substance abuse issues in the juvenile justice system at the community level through early identification and screening and an emphasis on least restrictive, most appropriate levels of care". This will be accomplished through consistent identification and screening of youth at the probation level. The planning group is currently focusing their efforts on Bismarck and Fargo. Plans will be implemented statewide in the future.

### **Future Developments**

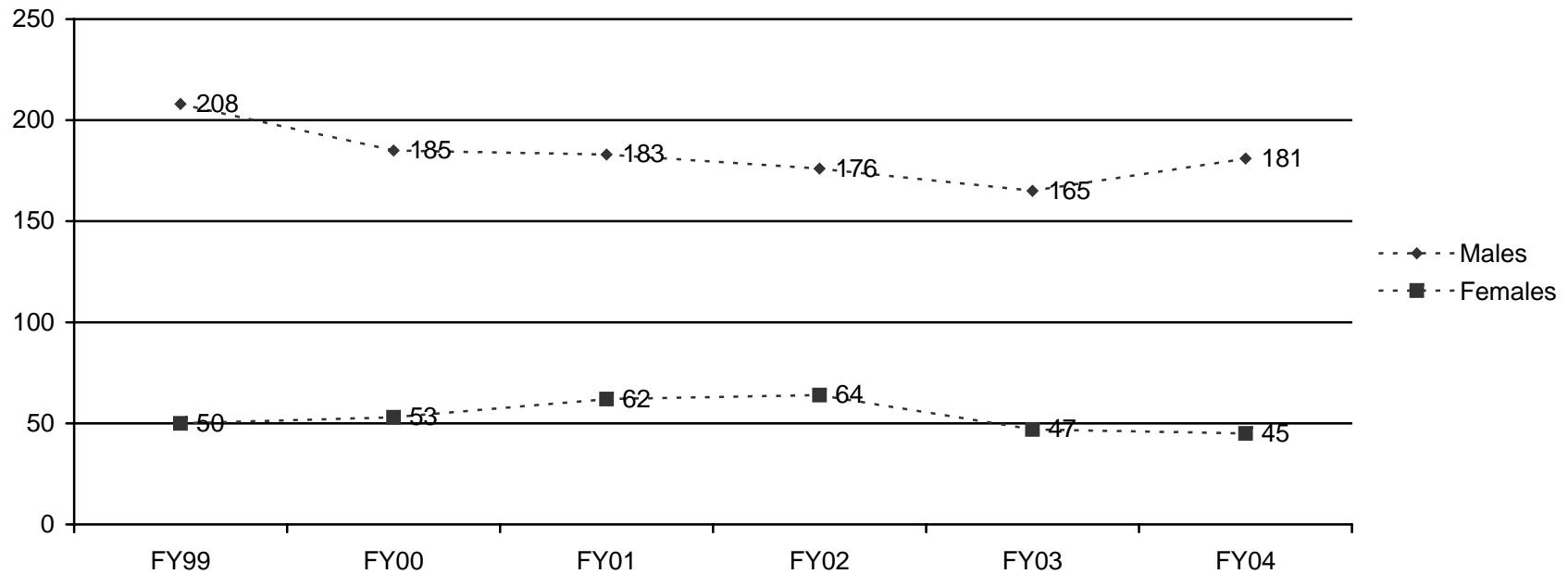
- The Division looks forward to participating in Performance Based Standards as they are developed for juvenile community corrections agencies.
- Juvenile Corrections Specialists continue to participate in goal setting exercises on an annual basis. Regional managers review progress

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

- Although the federal funding used to promote programming and partnerships between the Division of Juvenile Services and North Dakota's four tribes was eliminated, DJS continues to notify Tribal agencies about the availability of training and technical assistance.
- The division Director was asked to be a board member for the Native American Training Institute, and that has offered an opportunity for regular communication.
- Quarterly training for DJS and YCC staff has been extended for tribal court and social services personnel.
- In late 2003 and 2004, the Standing Rock tribe planned a Native American Youth Wellness Conference, which was delivered early in 2004. Standing Rock requested technical assistance from the YCC during their planning phase, and some YCC youth and staff participated in the conference.

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

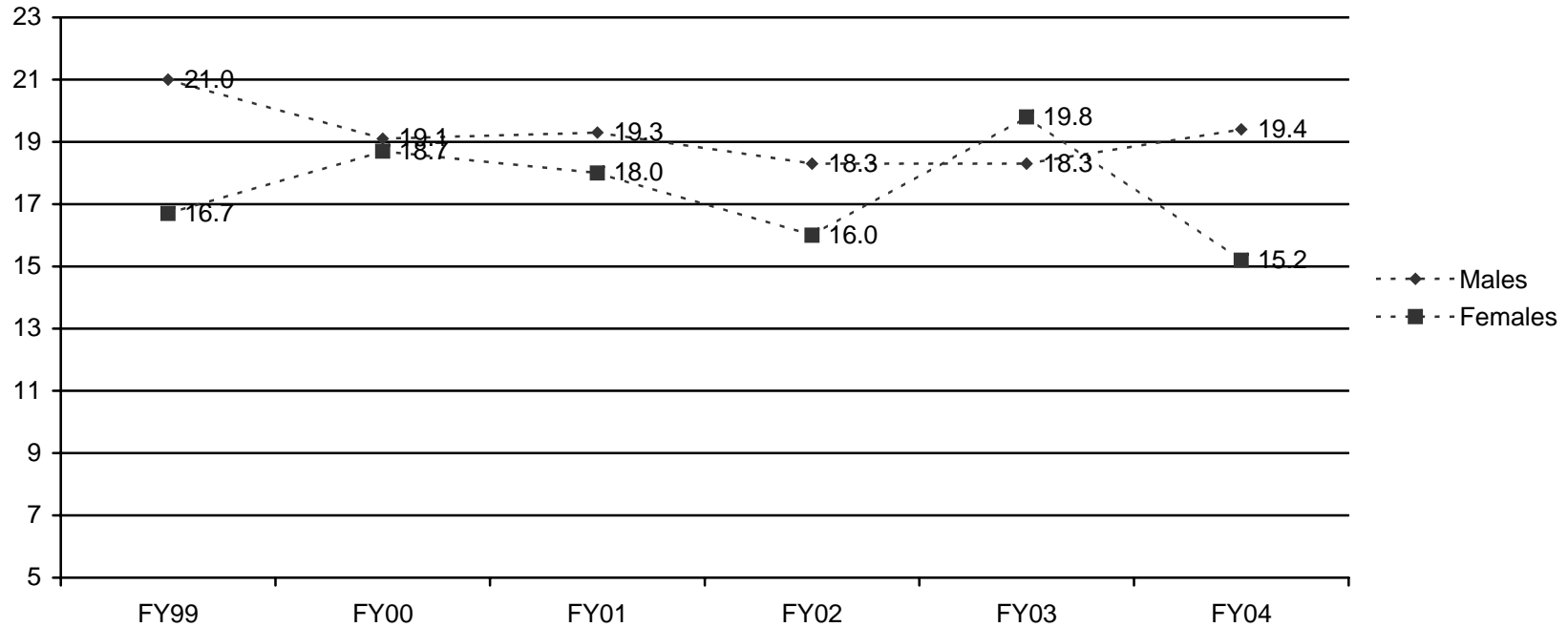
## New Commitment Trends



NUMBER OF NEW COMMITMENTS BY GENDER						
	FY99	FY00	FY01	FY02	FY03	FY04
<b>Males</b>	208	185	183	176	165	181
<b>Females</b>	50	53	62	64	47	45
<b>TOTAL</b>	<b>258</b>	<b>238</b>	<b>245</b>	<b>240</b>	<b>212</b>	<b>226</b>

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 Al Lick, Director

## Average Length of Commitment by Gender (Months)

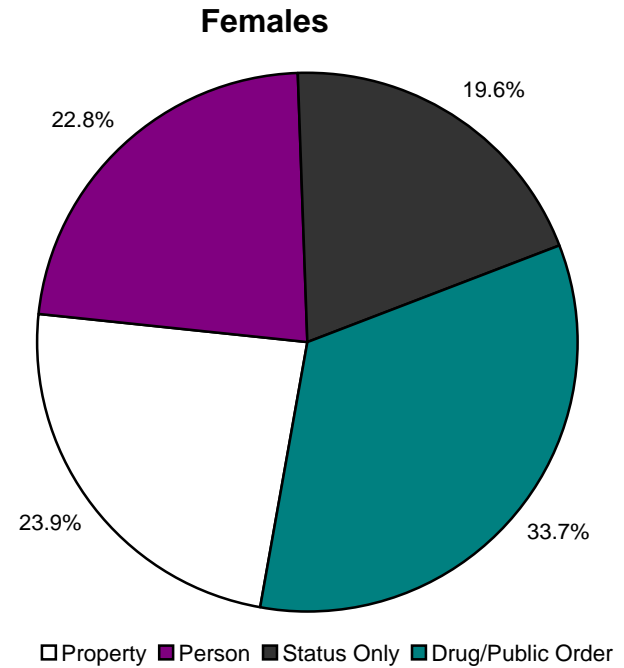
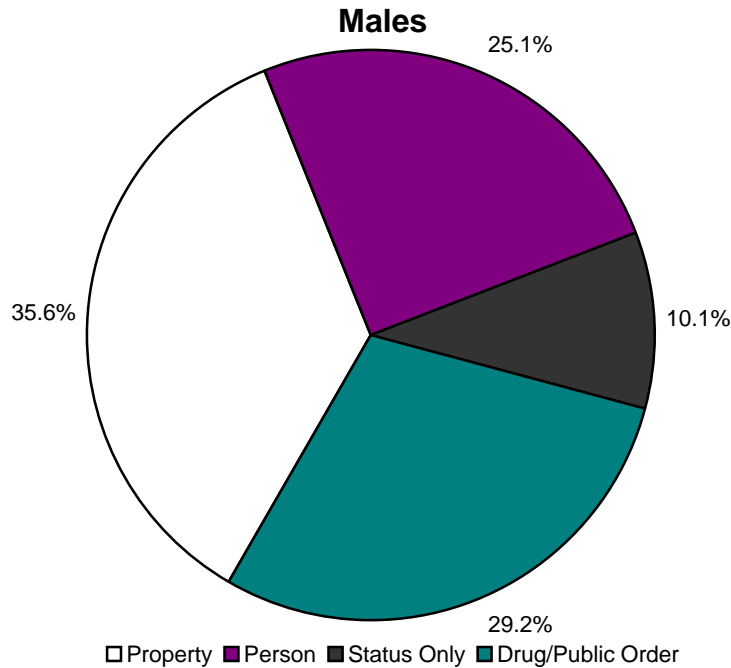


<b>AVERAGE LENGTH OF COMMITMENTS BY GENDER**</b>						
	FY99	FY00	FY01	FY02	FY03	FY04
<b>Males</b>	21.0	19.1	19.3	18.3	18.3	19.4
<b>Females</b>	16.7	18.7	18.0	16.0	19.8	15.2
<b>TOTAL</b>	<b>20.0</b>	<b>19.0</b>	<b>19.0</b>	<b>17.7</b>	<b>18.7</b>	<b>18.4</b>

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

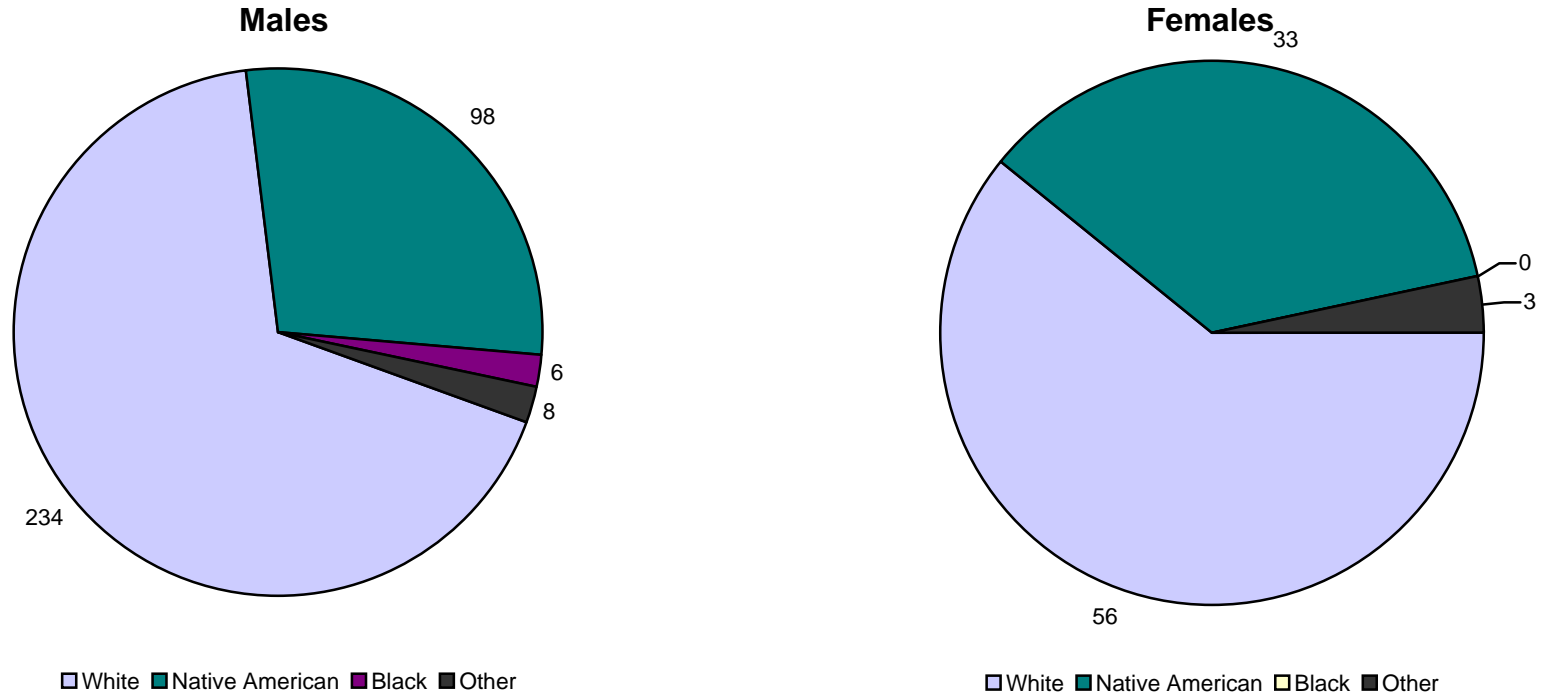
North Dakota Department of Corrections and Rehabilitation  
**DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES**  
 Al Lick, Director

## New Commitments by Offense Category



Category	Number of Commits**		Percent of Total	
	Males	Females	Males	Females
<b>PERSON</b>	87	21	25.1%	22.8%
<b>PROPERTY</b>	123	22	35.6%	23.9%
<b>DRUG/PUB.ORDER</b>	101	31	29.2%	33.7%
<b>STATUS ONLY</b>	35	18	10.1%	19.6%
<b>TOTALS</b>	<b>346</b>	<b>92</b>	<b>100.0%</b>	<b>100.0%</b>

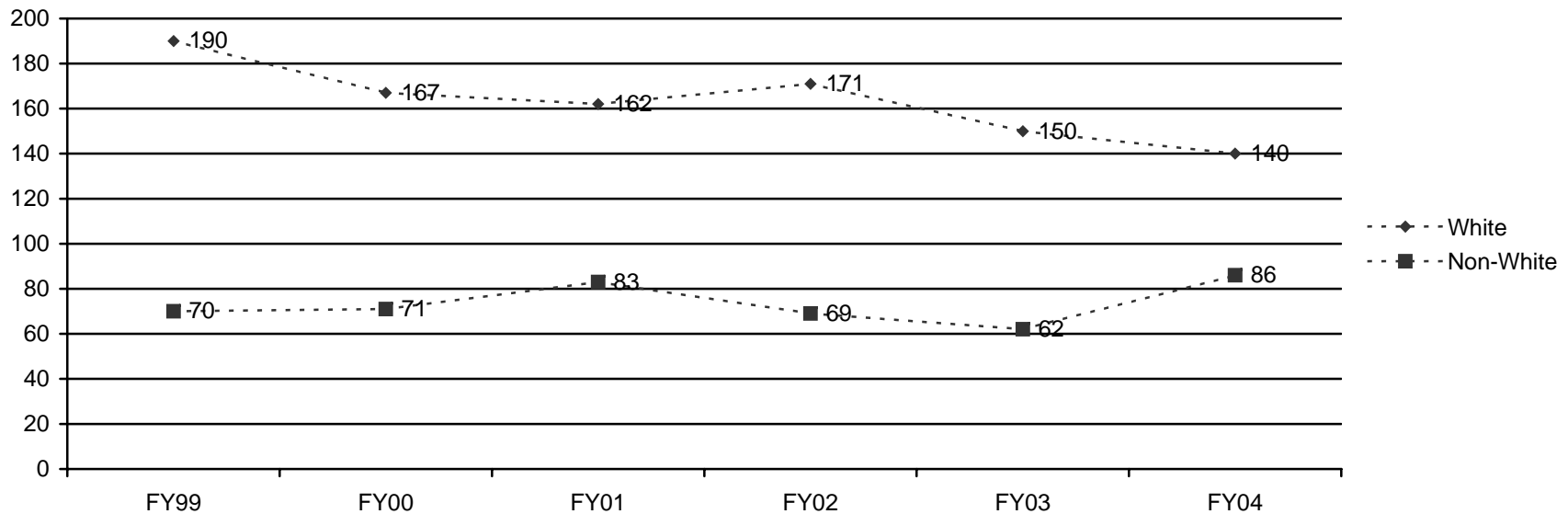
## New Commitment Trends by Race



	Other	Black	Native American	White	% Non-White
<b>Males</b>	8	6	98	234	32.4%
<b>Females</b>	3	0	33	56	39.1%
<b>TOTAL</b>	<b>11</b>	<b>6</b>	<b>131</b>	<b>290</b>	<b>33.8%</b>

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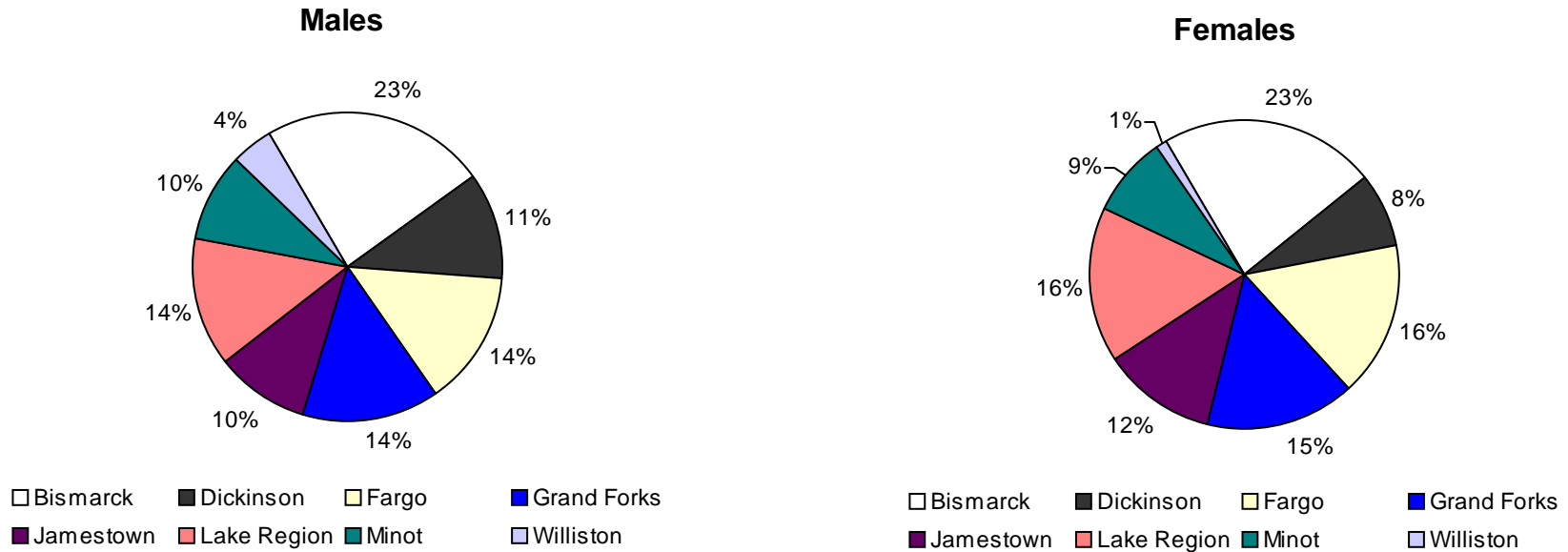
## New Commitment Trends by Race by Fiscal Year



	Other	Black	Native American	White	% Non-White
<b>FY99</b>	6	5	59	190	26.9%
<b>FY00</b>	4	4	63	167	29.8%
<b>FY01</b>	9	10	64	162	33.9%
<b>FY02</b>	3	7	59	171	28.8%
<b>FY03</b>	4	3	55	150	29.2%
<b>FY04</b>	7	3	76	140	38.1%



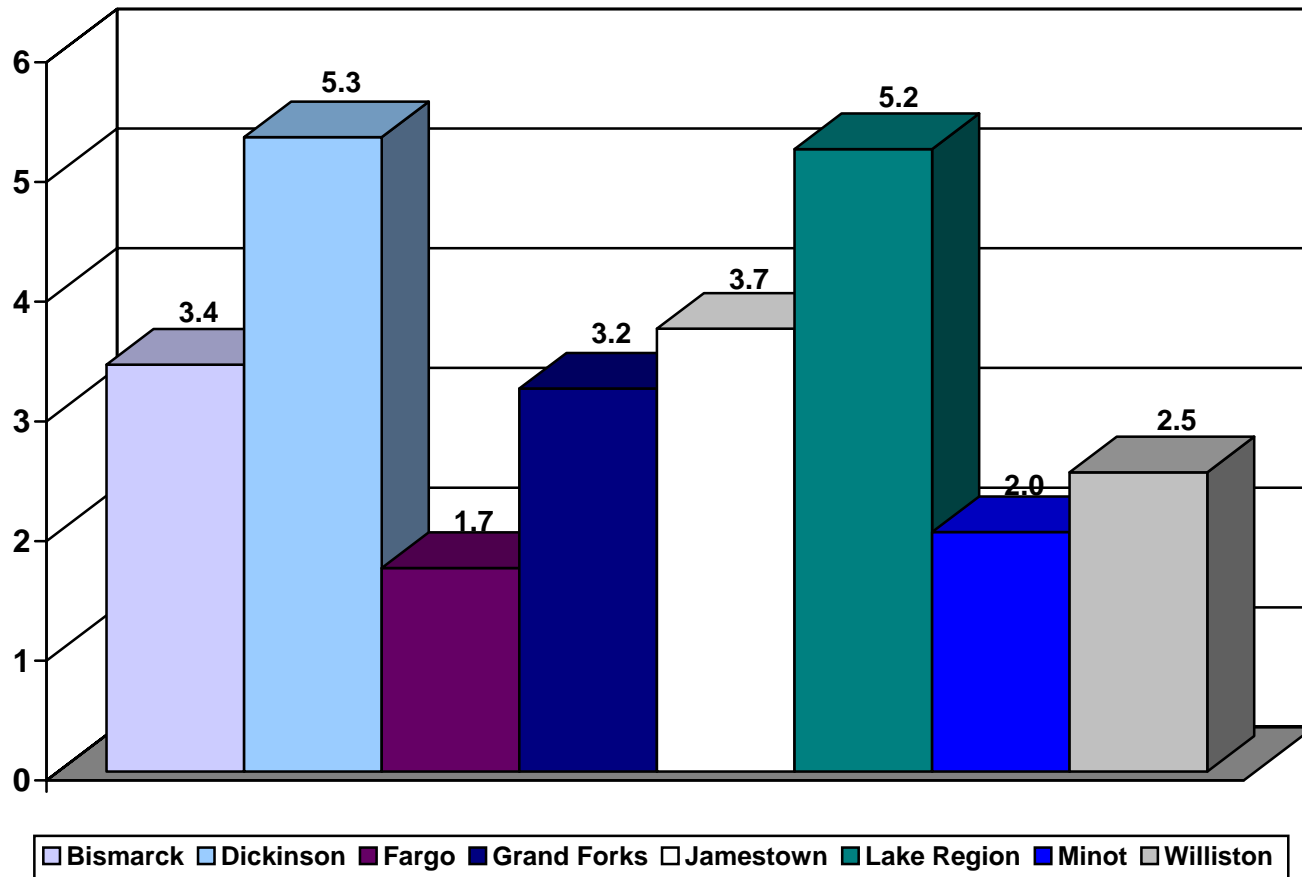
## New Commitments by Region



	Total Number		Juvenile Population 2003 Estimate	Total Per 1000
	Males	Females		
<b>Bismarck</b>	82	21	30,526	3.4
<b>Dickinson</b>	38	7	8,483	5.3
<b>Fargo</b>	48	15	37,332	1.7
<b>Grand Forks</b>	49	14	19,485	3.2
<b>Jamestown</b>	34	11	12,187	3.7
<b>Lake Region</b>	47	15	11,935	5.2
<b>Minot</b>	33	8	20,452	2.0
<b>Williston</b>	15	1	6,427	2.5
<b>Total</b>	<b>346</b>	<b>92</b>	<b>146,827</b>	<b>3.0</b>

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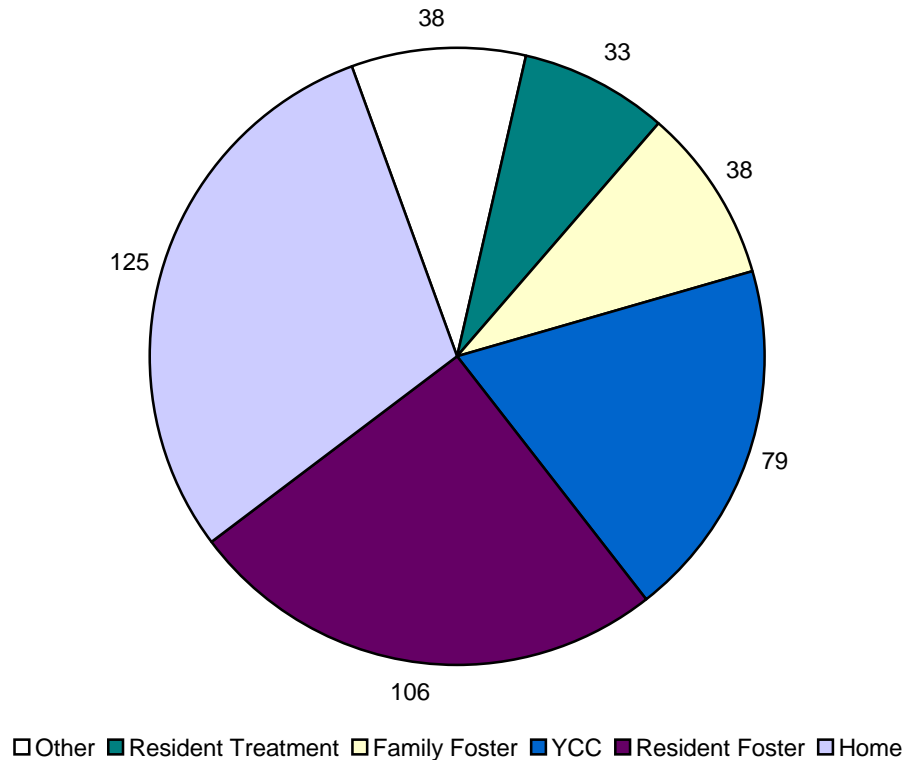
## New Commitments by Region Total Per 1000 Youth in Region



REGION	Total Per 1000
Bismarck	3.4
Dickinson	5.3
Fargo	1.7
Grand Forks	3.2
Jamestown	3.7
Lake Region	5.2
Minot	2.0
Williston	2.5
<b>Total</b>	<b>3.0</b>

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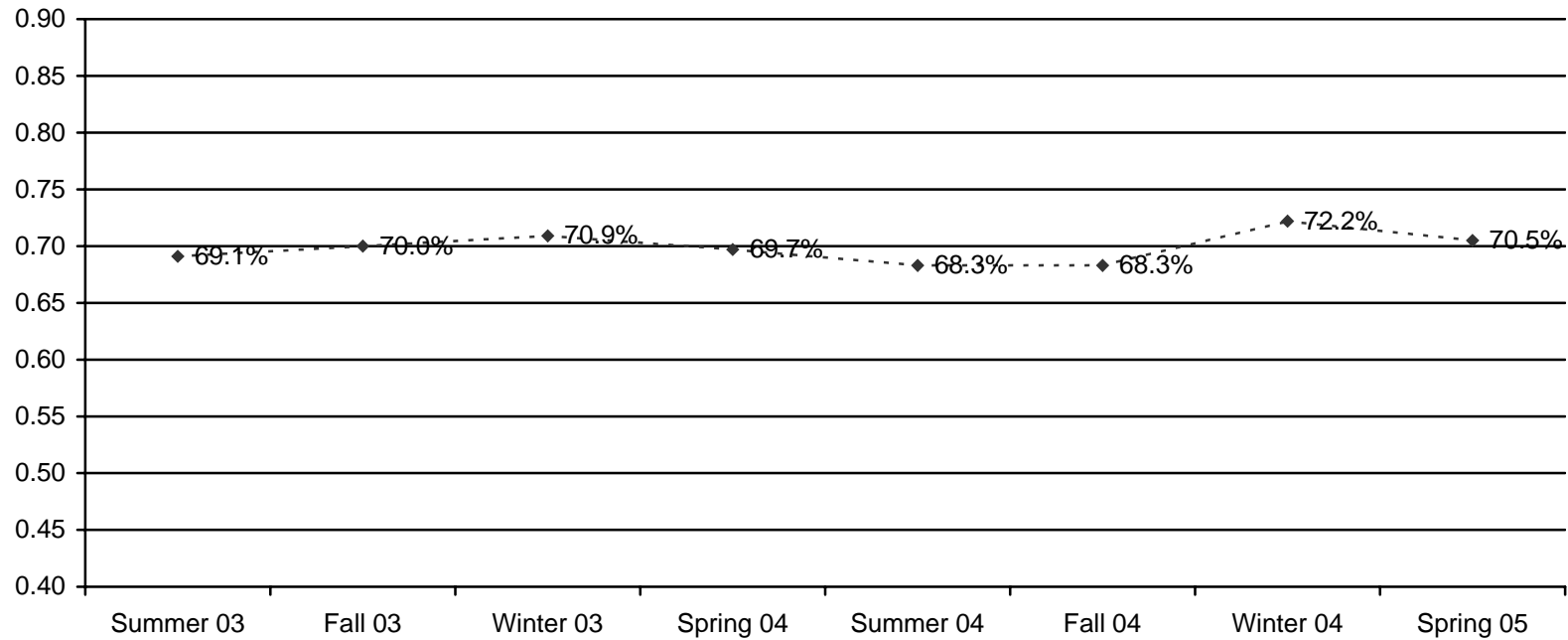
## Average Daily Population in Custody by Placement



Placement	Other	Residential Treatment	Family or Therapeutic Foster Care	YCC	Residential Foster Care	Home	Total
<b>Number</b>	38	33	38	79	106	125	<b>419</b>
<b>Percent</b>	9.1%	7.8%	9.2%	18.9%	25.2%	29.8%	<b>100.0%</b>

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

## Percent of Youth in Out-of-Home Placement



Percent of Youth in Out-of-Home Placement Based on One-Day Counts							
Summer 03	Fall 03	Winter 03	Spring 04	Summer 04	Fall 04	Winter 04	Spring 05
69.1%	70.0%	70.9%	69.7%	68.3%	68.3%	72.2%	70.5%

# 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 provide the young people a delicate balance of public safety and treatment. They emphasize 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, encouragement, or have made some poor personal decisions. 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 North Dakota Division of Mental Health and 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 and Maple 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-

# DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

Tolerance approach to gangs and gang activity. Staff members deal with any display of gang activity or gang affiliation 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 Commission on Accreditation and School Improvement (NCA/CASI) of colleges and schools and approved by the State Department of Public Instruction, and the State Board of Career and Technical Education, the education program is known 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**

**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 Association Commission on Accreditation and School Improvement (NCA/CASI) of colleges and schools. The accreditation endorsement received is entitled "Transitions," which is the highest level of accreditation offered by NCA/CASI. A Transition endorsed school has made a commitment to accept students at their educational functioning level upon arrival and to prepare the students to be successful at the next level of their educational program. NCA/CASI accreditation is a public declaration of continuous educational improvement.

## **PLANT FACILITIES PROGRAMMING**

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

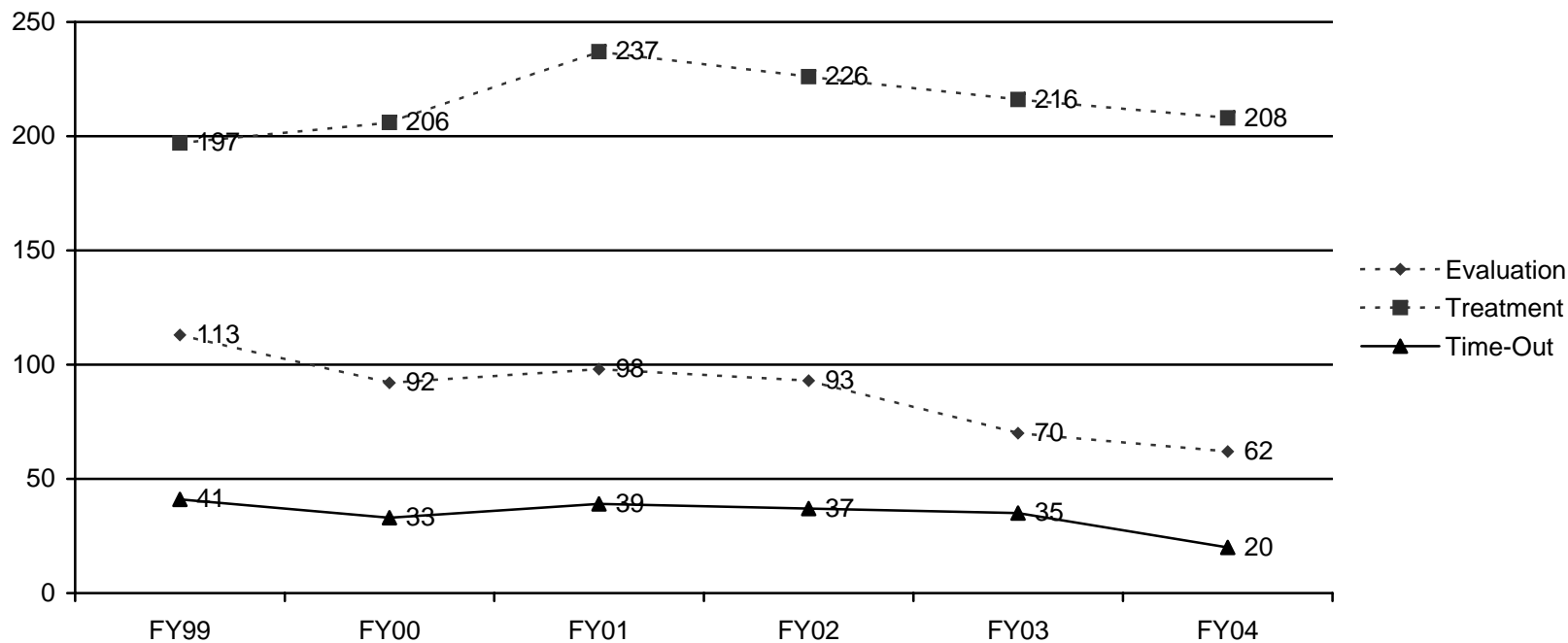
- 1) Fire Suppression System in Maple Cottage.
- 2) Water line replacement for the south end of campus.

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

- 1) Painting on the first and second floor of Maple Cottage.
- 2) Carpet installation on the first floor of Maple Cottage.
- 3) Installation of key control units for the magnetic locks by sleeping rooms in Brown and Maple Cottage.
- 4) Phase II Renovation of office and group room space in Hickory Cottage.
- 5) Painting and carpet installation in the front office area.

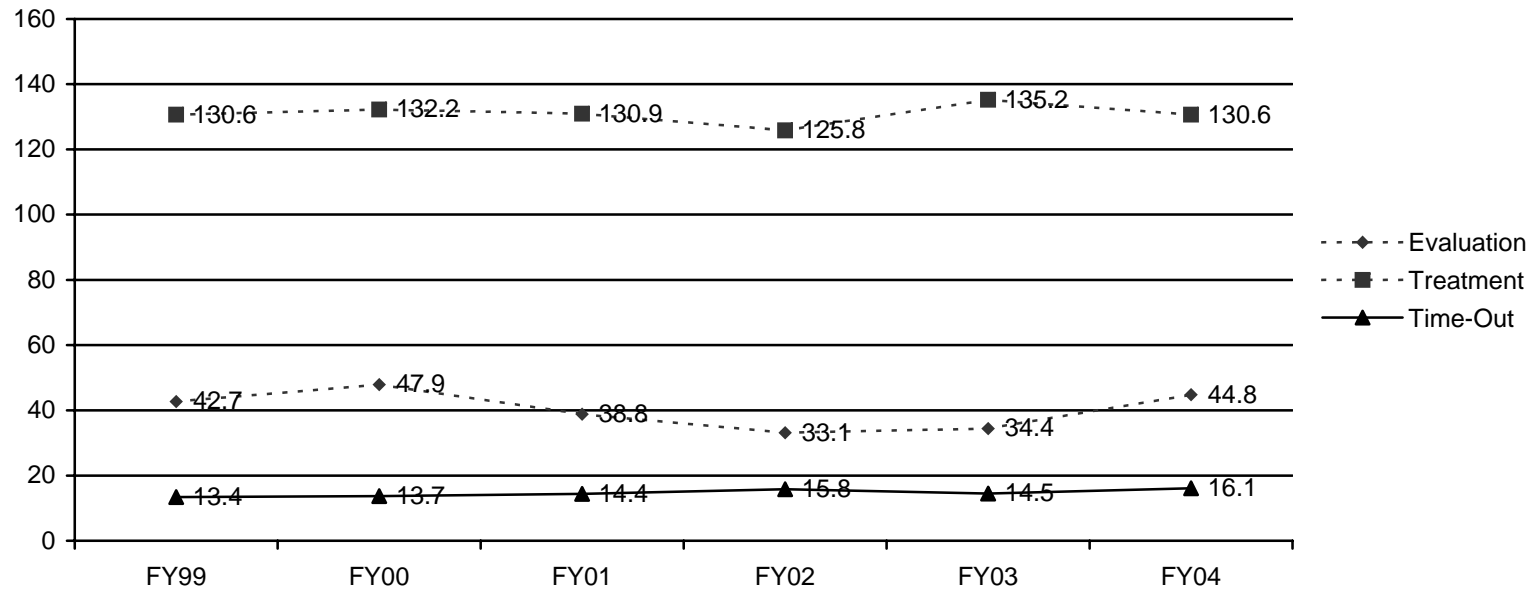
North Dakota Department of Corrections and Rehabilitation  
**DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER**  
 Darrell Nitschke, Superintendent

## Admission Trends by Type



NUMBER OF ADMISSIONS BY TYPE						
	FY99	FY00	FY01	FY02	FY03	FY04
<b>Evaluation</b>	113	92	98	93	70	62
<b>Treatment</b>	197	206	237	226	216	208
<b>Time-Out</b>	41	33	39	37	35	20

## Average Length of Stay by Admission Type

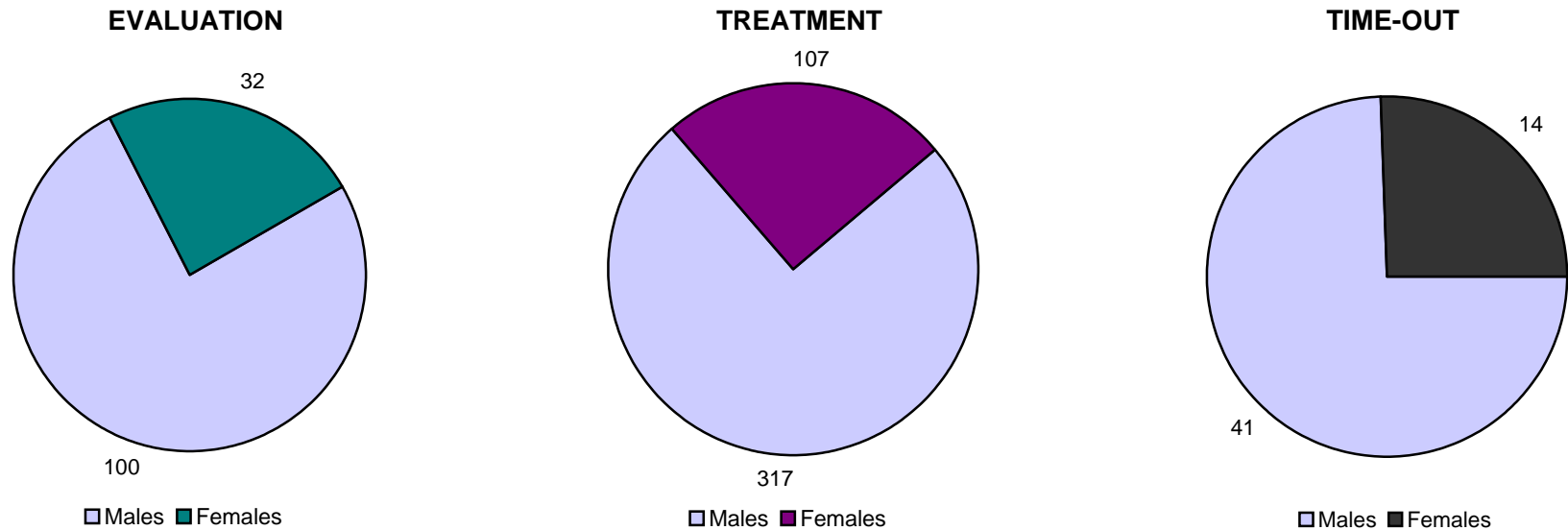


<b>AVERAGE LENGTH OF STAY BY ADMISSION TYPE (DAYS) **</b>						
	FY99	FY00	FY01	FY02	FY03	FY04
<b>Evaluation</b>	42.7	47.9	38.8	33.1	34.4	44.8
<b>Treatment</b>	130.6	132.2	130.9	125.8	135.2	130.6
<b>Time-Out</b>	13.4	13.7	14.4	15.8	14.5	16.1

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



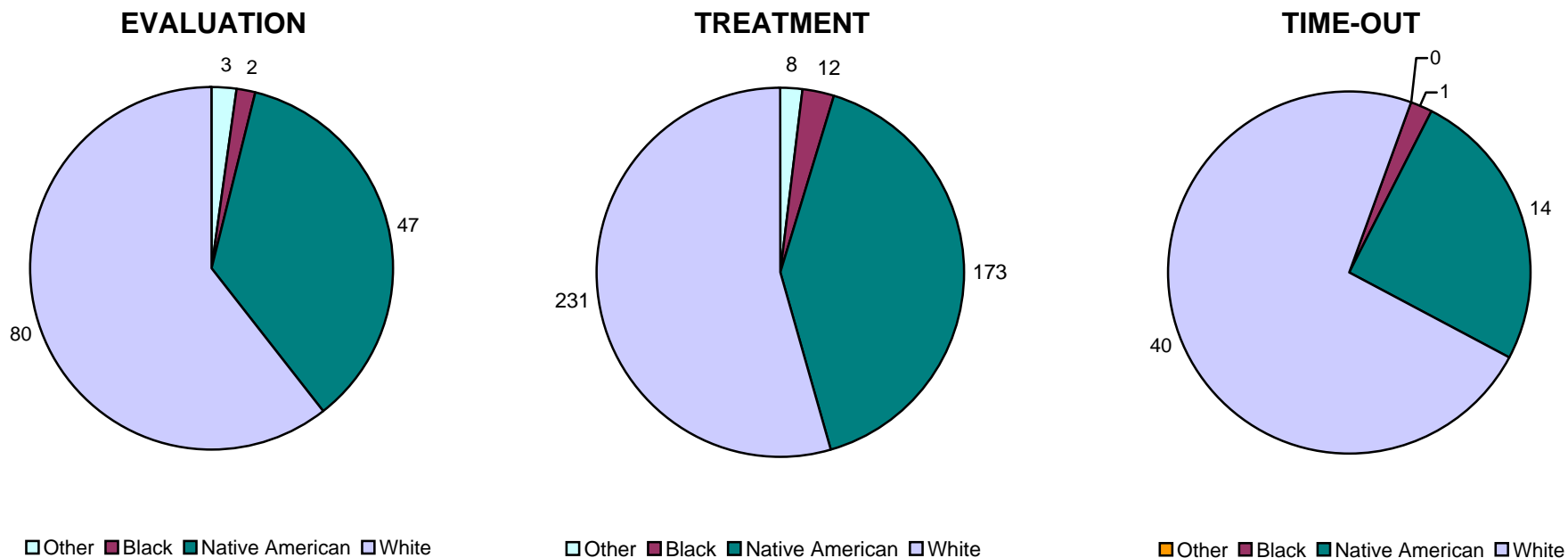
## Admissions by Type and Gender



Admissions by Type and Gender			
	Males	Females	% Male
Evaluation	100	32	76%
Treatment	317	107	75%
Time-Out	41	14	75%

Average Age at Admission			
	Male	Female	All
Evaluation	16.1	16.0	16.1
Treatment	16.6	16.2	16.5
Time-Out	16.5	16.0	16.4

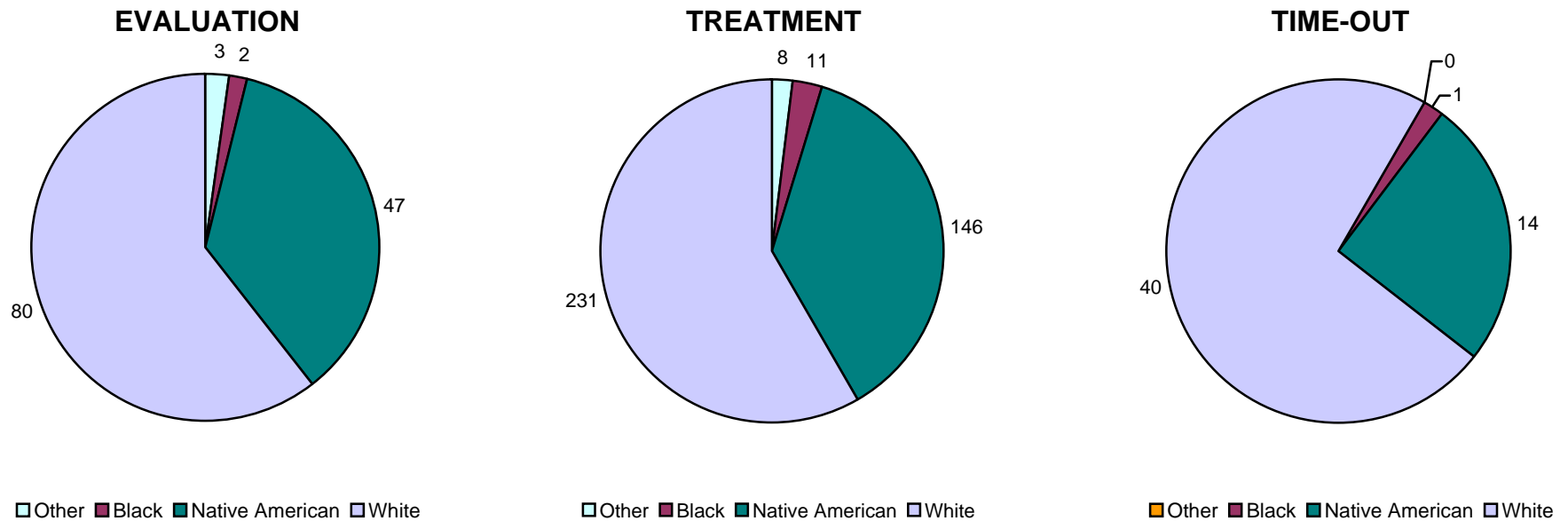
## Admissions by Type and Race



*Includes* **Placements by Bureau of Indian Affairs and Bureau of Prisons**

## Admissions by Type and Race

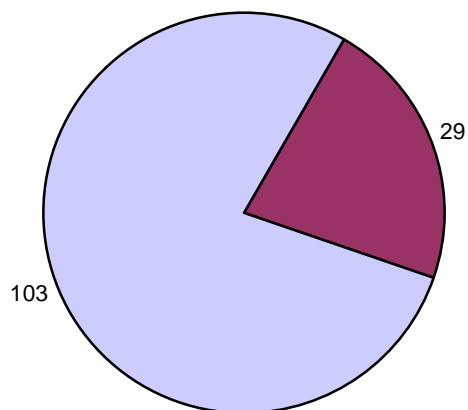
*Excludes Placements by Bureau of Indian Affairs and Bureau of Prisons*



	Other	Black	Native American	White	% Non-White
<b>Evaluation</b>	3	2	47	80	39%
<b>Treatment</b>	8	11	146	231	42%
<b>Time-Out</b>	0	1	14	40	27%

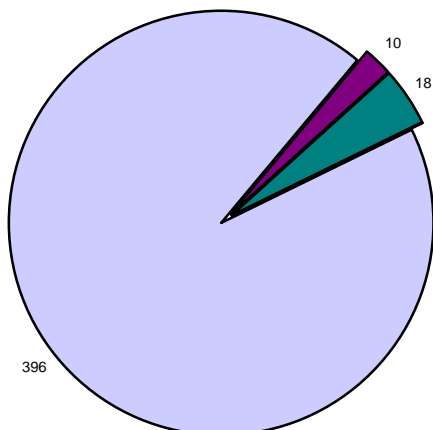
## Admissions by Type and Placing Agency

**EVALUATION**



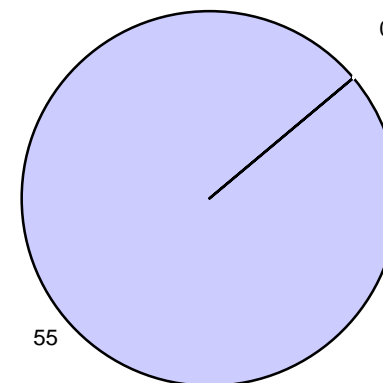
□ Bureau of Indian Affairs ■ Juvenile Court □ DJS

**TREATMENT**



■ Bureau of Prisons ■ Bureau of Indian Affairs  
 □ Juvenile Court □ DJS

**TIME-OUT**



■ Bureau of Prisons ■ Bureau of Indian Affairs  
 □ Juvenile Court □ DJS

	Bureau of Prisons	Bureau of Indian Affairs	Juvenile Court	DJS	Total
<b>Evaluation</b>	0	0	29	103	132
<b>Treatment</b>	10	18	0	396	424
<b>Time-Out</b>	0	0	0	55	55