

NORTH DAKOTA  
DEPARTMENT OF CORRECTIONS AND REHABILITATION

BIENNIAL REPORT

TO THE  
GOVERNOR  
OF  
NORTH DAKOTA



FOR THE PERIOD COVERING  
JULY 1, 1999 – JUNE 30, 2001

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**SUBMITTAL  
LETTER**



# DEPARTMENT OF CORRECTIONS AND REHABILITATION

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## SUBMITTAL LETTER

October 2001

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'm pleased to submit the Department of Corrections and Rehabilitation 1999-2001 Biennial Report. This report provides a summary of the accomplishments and challenges faced by the various divisions of the Department during the biennium. It also provides a statistical overview of both the adult and juvenile offenders placed in the Department's care and custody.

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

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

Sincerely,

Elaine Little,  
Director



## DOCR OVERVIEW

Elaine Little, Director

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

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 across the state), the Youth Correctional Center in Mandan, and the Juvenile Community Services Division (across the state). The Central Office, with a staff of nine, has responsibility for the overall management of the DOCR. It is also responsible for county correctional officer training and jail inspections.

### **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 has the majority of the women inmates. The Missouri River Correctional Center (MRCC) in southwest Bismarck houses minimum-security inmates (male and female). Rough Rider Industries is a self-sufficient, state operated industrial program which puts inmates to work in the production of goods and services for sale to State Agencies and other tax-supported entities. The Tompkins Rehabilitation and Corrections Unit houses both inmates and non-inmates. It is located at the Stutsman County Cor-

rectional Center and inmates are managed through the DOCR Field Services Division. Other inmates may be held in local correctional centers through current 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 constructed in the 1960's with recent modifications. The maximum capacity at NDSP is 517, however approximately 100 prison cells in the North Unit and the South Unit are double bunked at the current time.

The JRCC is located on the North Dakota State Hospital Grounds. It has three buildings that were renovated in 1998 to house inmates. There is a newly constructed building for Rough Rider Industries. The ET building uses the main floor for the kitchen, infirmary and administrative offices. The next five floors have been renovated to house inmates with one of those floors dedicated to female inmates. The prison uses the building previously called the forensic unit to house mentally ill inmates and those requiring segregation from the main population for safety reasons. The current capacity of the JRCC is approximately 350.

The MRCC is located along the Missouri River in southwest Bismarck. The facility has a single housing unit, which was constructed in 1992. It is divided into ten male dormitories and two fe-

## DOCR OVERVIEW

Elaine Little, Director

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male dormitories. Other buildings on the grounds include a garage for auto 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, which are further discussed in the body of this report.

### **ADULT SERVICES DIVISION, FIELD SERVICES**

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

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

Field Services also manages the Victim Services program to help mitigate the suffering of crime victims by providing fiscal support and services to crime victims.

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

Field Services also manages all the administrative support duties for the North Dakota Parole Board and The North Dakota Pardon Advisory Board. The division, on behalf of the Pardon Advisory and the Parole Board(s), processes over 1200 inmate applications.

### **DIVISION OF JUVENILE SERVICES, COMMUNITY SERVICES**

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

During the intake phase, the corrections specialist conducts or arranges for any necessary assessments or evaluations and completes any necessary interviews. DJS completes a thorough risk/needs assessment as a foundation for each plan, and any relevant additional testing or assessment is scheduled as soon as possible. Within 60 days of commitment, an individualized plan for treatment and reha-

## DOCR OVERVIEW

Elaine Little, Director

bilitation 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. Additional information about the Division of Juvenile Services Community Services is included in the body of this report.

### ***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.

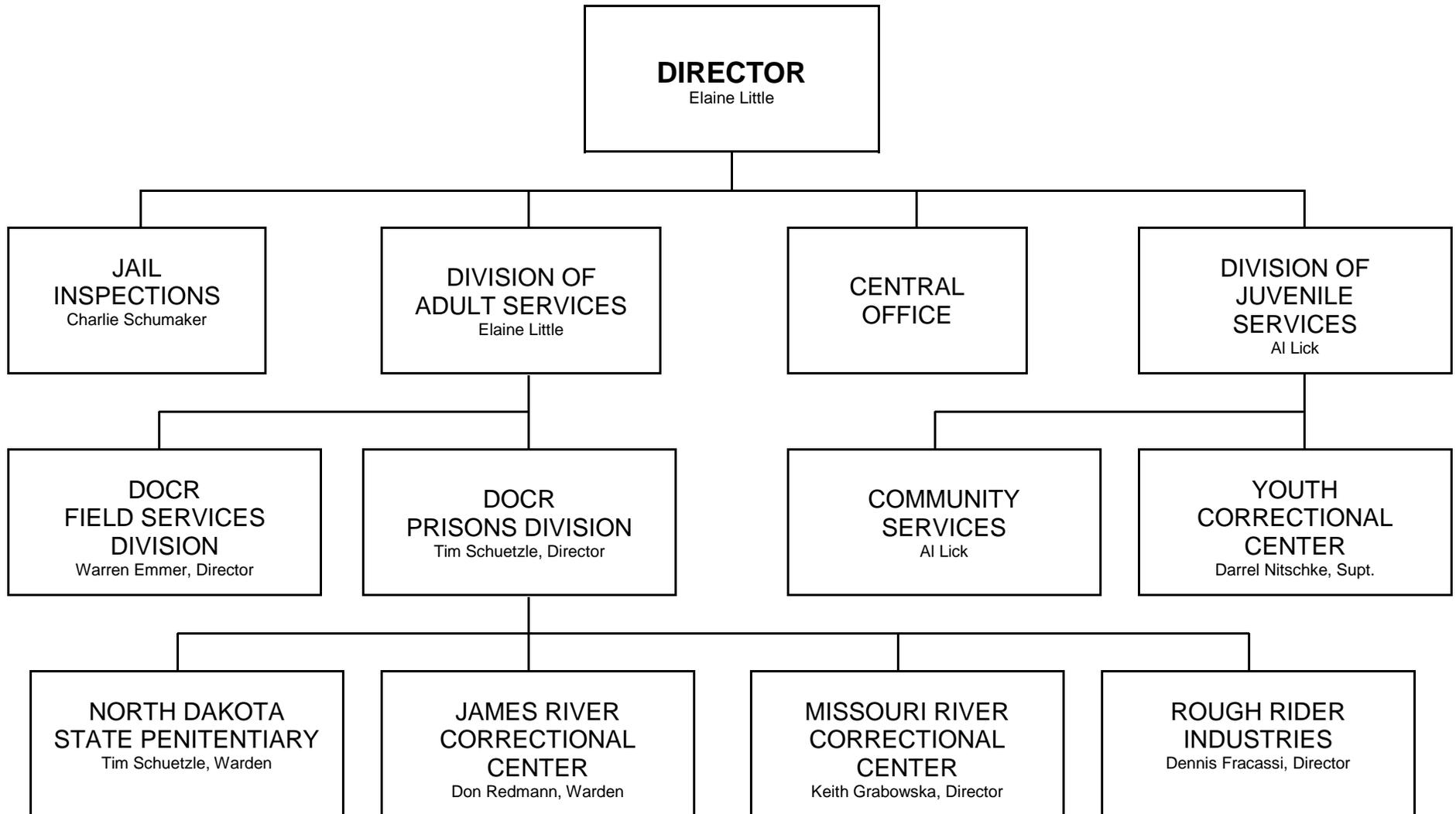
Overall, NDYCC strives to provide high quality treatment and educational services in a way that can be flexibly interfaced with other residential facilities, community based programs and schools. Youth have the opportunity to move into and out of the institution without setting back their treatment or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

**ORGANIZATIONAL  
CHART**

North Dakota Department of Corrections and Rehabilitation  
**DEPARTMENT OF CORRECTIONS AND REHABILITATION**

Elaine Little, Director

## Department Organizational Chart

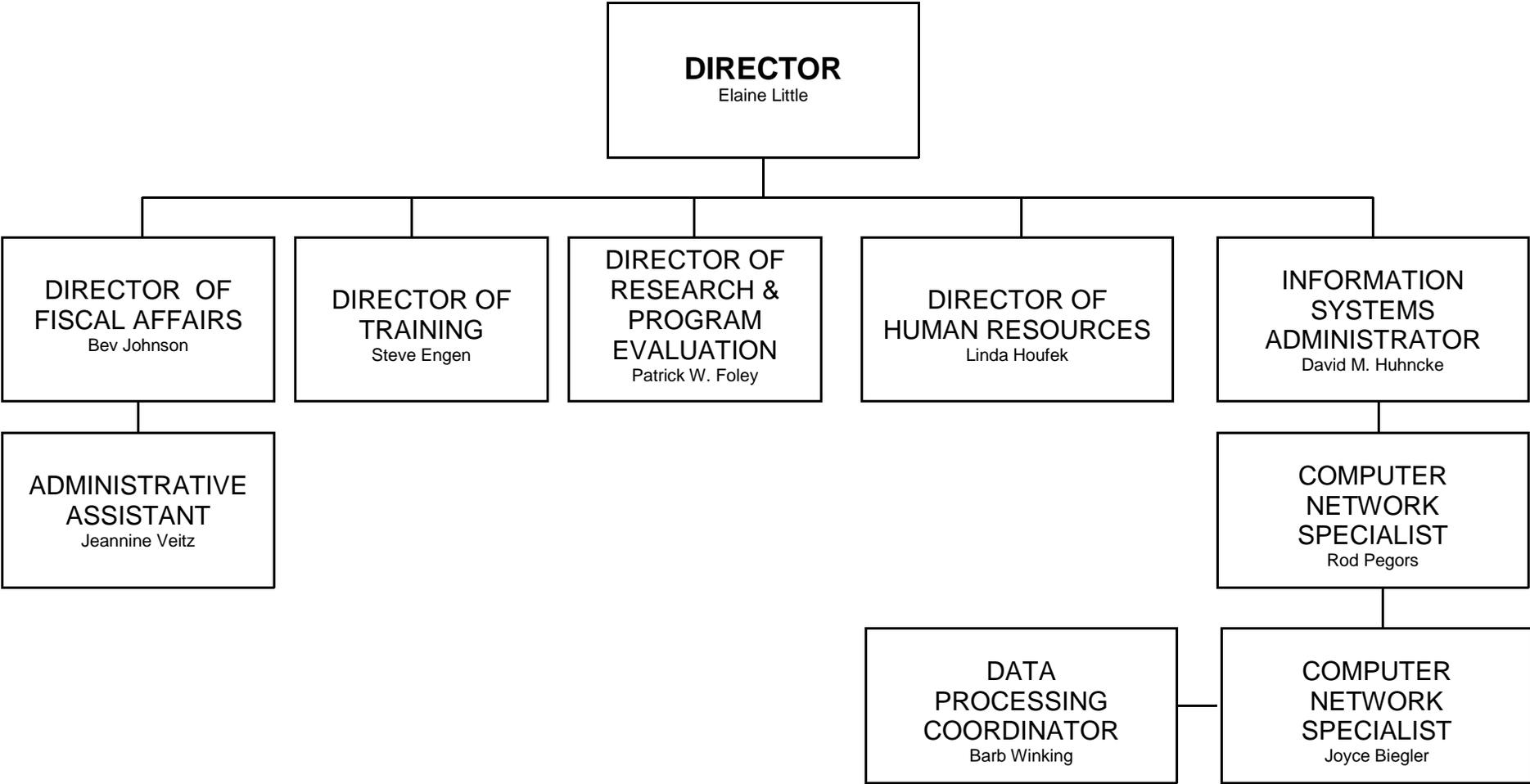


**CENTRAL  
OFFICE**

# DEPARTMENT OF CORRECTIONS AND REHABILITATION

Elaine Little, Director

## Central Office



## FISCAL REPORT

Bev Johnson, Director of Fiscal Affairs

### **FUNCTION OF THE FISCAL DIVISION**

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

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

### **FINANCIAL HIGHLIGHTS**

On March 11, 1998, the Governor presented guidelines for state agencies in preparing their 1999-2001 budget requests. As per the Governor's directive, agency budget requests were to be prepared based on strategic planning, which clearly established the mission, goals, and objectives of the agency. These plans, coupled with agency programs, were then prioritized to meet that mission. Agencies were directed to limit their 1999-2001 general fund budget requests to 95 percent of the agency's 1997-99 general fund appropria-

tion. Any requests beyond the 95 percent amount were to be prioritized and submitted as optional adjustments. The 95 percent base budget limitation challenged each agency to examine their agency programs, determine how to make them more cost-effective, and to eliminate any programs no longer needed. The 1999 Legislative Assembly appropriation to the Department of Corrections and Rehabilitation for the 1999-2001 biennium was \$88,904,172.

The 56<sup>th</sup> Legislative Assembly also appropriated a funding pool of \$5.4M to the Office of Management and Budget to be shared by state agencies to address equity and salary compression issues. The Department of Corrections 1999-2001 appropriation included \$574,000 of funding from this pool for special market equity adjustments for classified employees within the department.

#### **Division of Juvenile Services (DJS)**

The total DJS appropriation for the 1999-2001 biennium was \$21,267,196 of which \$11,517,283 was for the Youth Correctional Center (YCC) and \$9,749,913 was for Community Services

The 1999 Legislative Assembly appropriated funding for the Youth Correctional Center to offer a core curriculum of summer classes for the juveniles at the Center. This program was a tremendous success with students earning 60 credits during the first summer of the biennium.

YCC's appropriation also included \$1.975M for the construction of an addition to Pine Cottage. The funding included \$500,000 of federal funds and \$1.475M from bonding proceeds. The addition converted Pine Cottage from a residential cottage to a self-contained

# FISCAL REPORT

Bev Johnson, Director of Fiscal Affairs

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special management unit that provides residential, educational and recreational services for those students who require a more secure environment. Construction began in April 2000 and was completed in December 2000.

1999 Legislative action authorized the acceptance of \$4.7M of federal funds from the Department of Justice, Office of Justice Programs to the Division of Juvenile Services for the funding of grants to state and local entities for community alternative sanctions and prevention programs for juvenile offenders.

1999 Legislative action also added \$200,000 of appropriation authority to allow the Division of Juvenile Services to continue to raise funds for the delinquency prevention consortium. This funding is to support the further study and implementation of programs to prevent juvenile crime and delinquency, and reduce incarceration.

## **Division of Adult Services**

The total appropriation to the Division of Adult Services for the 1999-2001 biennium was \$66,574,255 of which \$52,489,076 was to the Prison's Division and \$14,085,179 was to the Division of Field Services.

The Prison's Division received funding during the 1997-99 biennium for the purchase and renovation of State Hospital buildings for a medium-security correctional facility (James River Correctional Center) at Jamestown, ND. Based on escalating inmate population numbers, the 1999 Legislative Assembly appropriated \$2.3M of funding to the Prison's Division for the renovation of the fifth and sixth floors of the housing unit at the James River Correctional Center during the 1999-2001 biennium to provide housing for an addi-

tional 110 inmates. The funding included \$1.9M of Federal Crime Bill funding and \$440,000 in non-federal funding. Due to a delay in the awarding of the federal grant and new federal regulations requiring the department to complete an environmental impact assessment, the completion of the construction was delayed from November 2000 to June 2001.

Other construction projects funded and completed during the 1999-2001 biennium for the Prison's Division included the construction of a security fence around the Roughrider Industries Building A, completion of the West Tower and the remodeling of the Administrative Segregation Unit.

The 1999 Legislative Assembly appointed \$75,000 of special funds to Roughrider Industries for expenses relating to the production of Lewis and Clark commemorative license plates.

The 1999 Legislative Assembly increased probation supervision fees from \$30 to \$36 per month for fees collected after December 31, 2000 for offenses committed after June 30, 1999.

1999 Legislative action added \$2M to the Field Services Division to expand and implement various programs to provide alternatives to incarceration. The various programs included the following:

- Thompkins Rehabilitation & Corrections Unit – A new 100 day program to provide an alternative to incarceration for certain Penitentiary inmates as well as for offenders at risk of having their probation revoked. The program provides intensive alcohol and drug treatment as well as cognitive self

## **FISCAL REPORT**

Bev Johnson, Director of Fiscal Affairs

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change programming.

- Release Team – A team of three staff to identify inmates to participate in the various alternative programs and to coordinate the movement of inmates among the programs.
- Last Chance Program – A new program to provide alcohol and drug treatment and cognitive self change programming for offenders in the Fargo area who would otherwise face revocation of their probation.
- Three-day jail placement/parole hold – A new program to provide short-term placement in county jails for certain parole violators.
- Expansion and/or continuation of existing programs such as the community placement program, house arrest and home detention, and DOCR rooms.

North Dakota Department of Corrections and Rehabilitation

**FISCAL REPORT**

Bev Johnson, Director of Fiscal Affairs

<b>REVENUES/TRANSFERS</b>			
Revenue from Federal Government	\$ 10,047,185	Professional Development Fees	\$ 163,598
Revenue from Counties/Political Sub	200,299	Operating Fees	3,286,015
Supervision Fees	1,130,398	Operating Services	3,964,010
Miscellaneous Revenue	302,128	Non-Contract Repair Services	614,649
Care & Treatment – Charitable & Penal Institutions	52,401	Service Contract Repair Services	186,145
Leases, Rents, & Royalties	22,295	Professional Services	4,318,995
Sale of Manufacturing Products	6,498,923	Insurance	145,478
Transfer of Fed. Funds,		Patient & Inmate Allowance	718,607
Other Funds from Other State Agencies	2,544,385	Miscellaneous Fees and Services	1,008,060
Transfer from I and I – Youth Correctional Center	587,320	Office Supplies	301,531
Transfer from Penitentiary Land Fund	687,298	IT Supplies/Equipment	220,189
Transfer from General Fund	60,836,540	Printing	94,042
Fund Balance from Prior Biennium	870,005	Resource and Reference Material	236,246
		Professional/Scientific Supplies	93,715
		Dry Goods	76,359
		Food	1,871,148
		Clothing	467,051
		Medical, Dental, and Optical Supplies	1,411,813
		Building Equipment Maintenance Supplies	1,069,444
		Grounds/Roads Supplies	3,439,706
		Equipment Maintenance	113,401
		Miscellaneous Supplies	324,643
		Equipment Under \$750	340,112
		Total Operating Expenses	\$29,344,627
		Office Equipment and Furniture	\$ 96,927
		IT Equipment	289,313
		Machinery, Implements, and Tools	124,252
		Scientific/Electronic Equipment	16,680
		Household and Institutional Equipment	77,324
		Other Equipment	156,726
		Total Equipment	\$ 761,222
		Miscellaneous Building Improvements	\$ 3,534,220
		Miscellaneous Special Projects	9,833
		Total Capital Improvements	\$ 3,544,053
		Grants to Counties/Political Subdivisions	\$ 7,034,971
		<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$82,638,792</u></b>
		General Fund Expenditures	\$60,836,540
		Federal Fund Expenditures	12,355,338
		Other Fund Expenditures	9,446,914

<b>REVENUES/TRANSFERS</b>	
<b><u>TOTAL REVENUES/TRANSFERS</u></b>	<b><u>\$ 83,779,177</u></b>
General Fund	\$ 60,836,540
Federal Fund	12,511,444
Other Funds	10,431,193

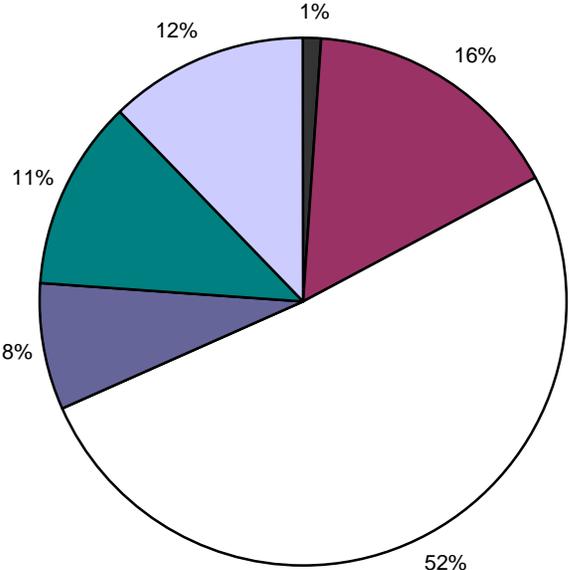
<b>EXPENDITURES</b>	
Salaries Full-Time	\$ 29,975,455
Temporary Salaries	856,892
Overtime Salaries	945,117
Termination Salary and Wages	132,967
Retirement Contributions	2,771,371
Hospital Insurances	4,327,128
Social Security	2,439,555
Other Payroll Assessments	804
Workers Compensation Premiums	504,630
Total Salaries and Benefits	\$ 41,953,919
Data Processing Services	\$ 398,938
Telecommunications	416,745
Motor Pool Car Mileage	753,176
State Employee Travel	396,699
Travel Non-Employees	114,435
Other Reimbursement Fees	1,219
Utilities	1,925,977
Postage Services	135,573
Telephone Services	54,506
IT Contractual Services	128,838
Miscellaneous Rents and Leases	7,523
Equipment Rents and Leases	128,443
Building Land Rents and Leases	417,598

# FISCAL REPORT

Bev Johnson, Director of Fiscal Affairs

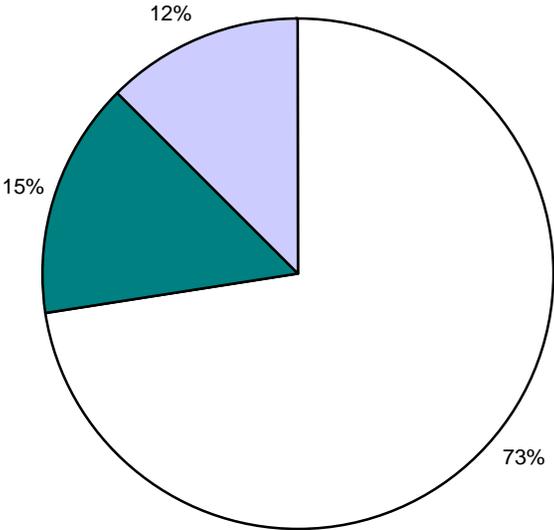
## Summary of Revenues/Transfers

**By Program**



- Central Office \$1,045,257
- Field Services \$13,387,173
- Prisons Division \$42,790,167
- Rough Rider Industries \$6,584,442
- DJS/Community Services \$9,630,918
- DJS/Youth Correctional Center \$10,341,220

**By Funding Source**



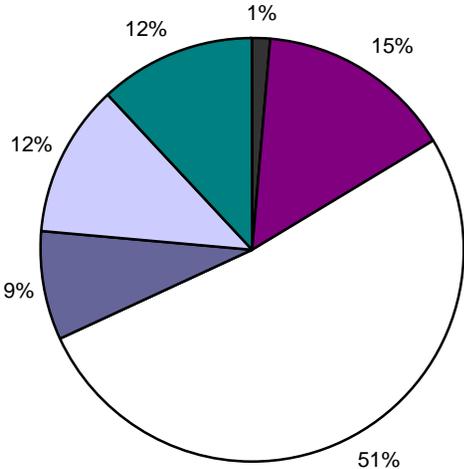
- General Funds \$60,836,540
- Federal Funds \$12,511,444
- Other Funds \$10,431,193

# FISCAL REPORT

Bev Johnson, Director of Fiscal Affairs

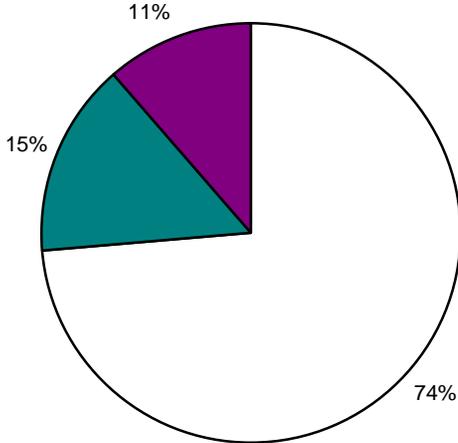
## Summary of Expenditures

**BY PROGRAM**



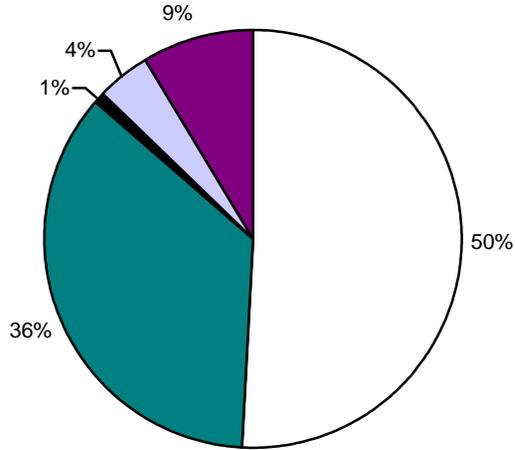
- Central Office \$1,045,257
- Field Services \$12,479,069
- Prisons Division \$42,608,241
- Rough Rider Industries \$7,069,142
- DJS/Community Services \$9,561,387
- DJS/Youth Correctional Center \$9,875,696

**BY FUNDING SOURCE**



- General Funds \$60,836,540
- Federal Funds \$12,355,338
- Other Funds \$9,446,914

**BY LINE ITEM**



- Salaries and Wages \$41,953,919
- Operating Expenses \$29,344,627
- Equipment \$761,222
- Capital Improvements \$3,544,053
- Grants \$7,034,971

## **HUMAN RESOURCES REPORT**

Linda Houfek, Director of Human Resources

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### ***FUNCTION OF THE HUMAN RESOURCES DIVISION***

The purpose of the Human Resources Division is to develop, implement, and manage the overall personnel functions within the Department of Corrections and Rehabilitation. There is one FTE assigned to this division with administrative assistance and support services provided by the DOCR Administrative Assistant III. Major activities include the following.

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

### ***HUMAN RESOURCES HIGHLIGHTS***

Major Human Resources issues and accomplishments for the 1999-2001 Biennium were as follows.

- Coordinated the process to add the 54.04 FTE (new positions) approved by the 56th Legislative Assembly for the ND Department of Corrections and Rehabilitation.
- Coordinated efforts with the National Institute of Corrections and the Prisons Division staff to receive a technical assistance grant for the completion of an onsite ADA evaluation of the physical facilities at the James River Correctional Center.
- Coordinated with the staff from the ND Central Personnel Division and various DOCR divisional staff to review and upgrade several position classifications and grades.
- Coordinated with staff from the ND Central Personnel Division and various DOCR divisions to review/modify the minimum qualifications for several major positions within the various divisions.
- Coordinated with the divisions within the DOCR to facilitate the statewide conversion by the ND Central Personnel Division of the number of grades for positions within the classified service and the resulting legislative market/equity salary adjustments for staff.
- Updated and maintained approval of Equal Employment Opportunity Plans for the Department of Corrections and Rehabilitation.

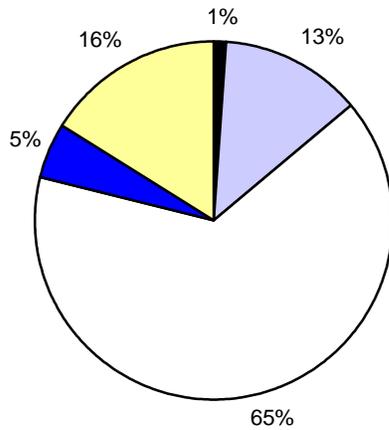
# HUMAN RESOURCES REPORT

Linda Houfek, Director of Human Resources

## Statistical Data

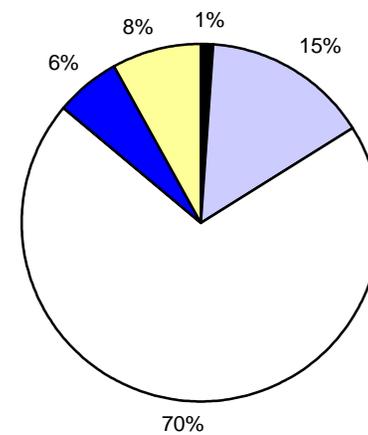
### FTE STAFF DISTRIBUTION

Total FTE  
572.68



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

### NEW HIRES 153 Staff Positions



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

## TRAINING REPORT

Steve Engen, Director of Training

### ***FUNCTION OF THE TRAINING DIVISION***

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

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

### ***TRAINING HIGHLIGHTS***

The DOCR Director of Training position was approved by the 55<sup>th</sup> Legislative Assembly. This position was created to provide training to the County Correctional Facilities staff and administrators. The DOCR has been responsible for jail inspections and county correctional officer training since the DOCR was formed in 1989. The Director of Training position administers and facilitates basic and specialized training to the staff of county correctional facilities. The DOCR, through Byrnes grant monies, has purchased a PC based projection system, which allows for superior training presentations. In addition to the above functions the DOCR also provided training to Correctional Health Care Professionals, Community Service/Restitution personnel, some Law Enforcement agencies as well as to the North Dakota Peace Officers Association during the 1999-2001 biennium.

### ***FOR THE FUTURE***

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

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

**PLANNING**

The Central Office facilitates a strategic planning session for the DOCR Division of Adult Services every two years in January prior to preparation of its next biennial budget request. The plan is regularly updated between sessions; the next formal strategic planning session is scheduled for January 2002.

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

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

Goal #1: We will provide the appropriate environment and resources for offenders based on assessed risk to public safety as well as individual criminogenic needs.

The Resource Plan and the Case Plan committees are two major groups working on the first goal. The Resource Plan Committee extensively studied both our needs and the resources available to meet those needs. Among their recommendations was to construct a separate female housing unit at the James River Correctional Center (JRCC) in Jamestown. They also recommended a housing unit at JRCC dedicated to

inmates who are seriously mentally ill. The Case Plan Committee has developed a model to plan inmate services and placement based on the Level of Services Inventory – Revised (LSI-R). The model provides multi-disciplinary information that concentrates on the criminogenic needs of offenders. A professional cadre of managers develop a case plan for every inmate admitted to the prisons division and that plan follows the inmate into the community.

Goal #2: To provide programming that will meet the needs and rights of crime victims.

The department has been in contact with States Attorneys, judges, the North Dakota Peace Officers Association and the Law Enforcement Training Academy to provide training on victims issues. We have developed a statewide public awareness program with the collaboration of crime victim service providers; we distribute funding; and we have organized a comprehensive crime victim delivery system.

Goal #3: Optimize the use of research and technology in the DOCR to reduce redundancy of records and improve efficiency of offender management.

This goal is critical to effective decision making within the department. An existing position has been reclassified to a research analyst and the incumbent has been responsible for generating an enthusiasm for research never before seen in the department. Divisions are sharing information electronically and are corroborating as teams with unprecedented effectiveness.

In addition to continuing upgrades of department hardware and software applications, we have been able to expand our information tech-

North Dakota Department of Corrections and Rehabilitation  
**PLANNING AND RESEARCH REPORT**  
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nology staff from two to four full time positions. Our information technology plan continues to be updated and includes improvements to climate control and security. If capitol improvements to construct a new building are approved, we will include a new technology center to house servers and other equipment.

Goal #4: Fill gaps and services needed to provide appropriate continuum of care for offenders statewide.

A committee that includes the department's psychologist has published a needs assessment for adult offender psychological and emotional concerns. We have partnered with human services and other agencies to deliver a multitude of services for the offender population in the prison system as well as in the community. We have continued to pay particular attention to the seriously mentally ill, sex offenders and drug and alcohol offenders. Strategic planning sessions at the program level have included a multitude of external stakeholders in the same venue used by the Adult Services Division.

## **RESEARCH**

The Director of Corrections in North Dakota has adopted a philosophy of making decisions based on the "What Works" approach. As a result, program managers are including evaluation efforts in the delivery of both new and existing services. During the biennium staff have supported process reviews at the Thompkins Rehabilitation Corrections Unit (TRCU), have planned process evaluations for other programs and have embraced the concept of outcome evaluations for other programs and have embraced the concept of outcome evaluations which will be discussed in a moment. Instead of being threatened by evalua-

tions, program managers are actively seeking help to seriously examine how they can improve service delivery.

Some of the significant outcome evaluations currently in the planning stages include the Prison Cognitive Program across the state, the Last Chance Program in Fargo, the TRCU in Jamestown, the DUI Program in Jamestown, the Community Placement Program and the Drug Court in Bismarck. There are a number of minor projects being conducted less formally plus those conducted by graduate students who are fulfilling degree requirements. One recently completed outcome evaluation studied the Cognitive Education Program delivered to offenders who were struggling on parole or probation supervision. The study indicated a significant difference in success between the experimental group who were exposed to cognitive education and a control group of similar offenders who were not.

Research staff have also helped review and adopt appropriate measurement instruments such as the Level of Services Inventory—Revised (LSI-R) and are actively searching for appropriate instruments to measure cognitive change in offenders. The research division publishes a variety of reports responding to inquiries by legislators, department managers and other stakeholders. These reports include data that describe inmate characteristics, recidivism, drug offender trends, population projections and many other topics of interest.

Additional information on strategic planning and research efforts in the department are available by contacting the Director of Research and Program Evaluation.

# PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

## **PAST AND PRESENT TECHNOLOGY**

Prior to January 1996 the Department of Corrections 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 Subject Tracking and Reporting System (DOCSTARS). DOCSTARS was designed and developed in-house by the agency.

DOCSTARS has undergone many revisions and is field service's core business system. The system also provides the Bureau of Criminal Investigation (BCI) with daily information on offenders supervised by field services. The DOCSTARS data is forwarded by BCI through state radio so local police and the highway patrol has immediate access to current parole 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 DOC 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.

1996 – present

The agency as a whole services over 350 pc computer connections and 20 network servers across the state and have 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.

# PAST AND PRESENT TECHNOLOGIES EVOLUTION REPORT

David Huhncke, Information Systems Administrator

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1997 – 1998

In-house 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.

2000

Doc 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.

2000

In-house developed Victims Notification System.

2001

In-house developed inmate property system that manages all property for all adult institutions.

2001

In-house developed Juvenile Services Case Manager Time Management System

2001

In-house developed student scheduling and management system for Youth Corrections Center.

2001

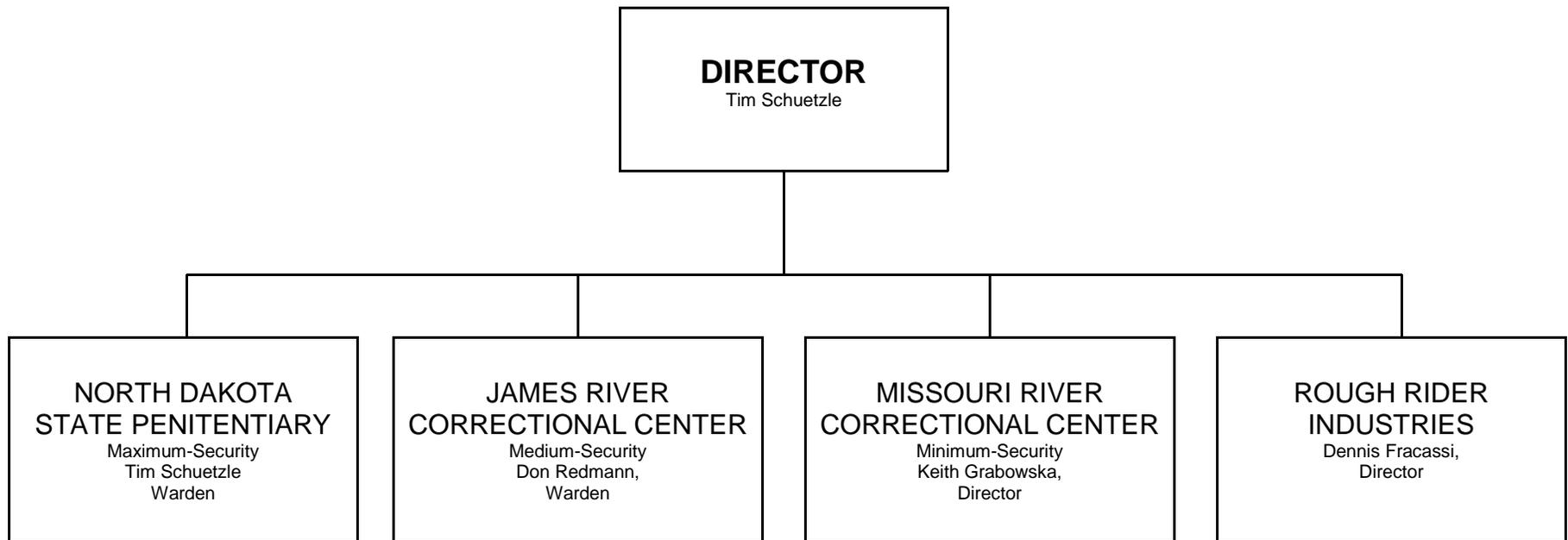
Video Conferencing between DOC and JRCC (James River Corrections) and telemedicine between med center one and penitentiary in work.

## **SUMMARY**

In summary the agency has moved from minimal technological capabilities to a state of the art operation in as little as 5 years. The cost of these advancements were relatively inexpensive since many of the DOC systems were developed by agency I.T. staff. These monumental tasks were successfully accomplished through the extreme efforts of select agency staff from all divisions and directors. These accomplishments provide the vehicle for state and federal law enforcement agencies to have immediate access to information. This access to 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.

**PRISONS  
DIVISION**

## DOCR PRISONS DIVISION

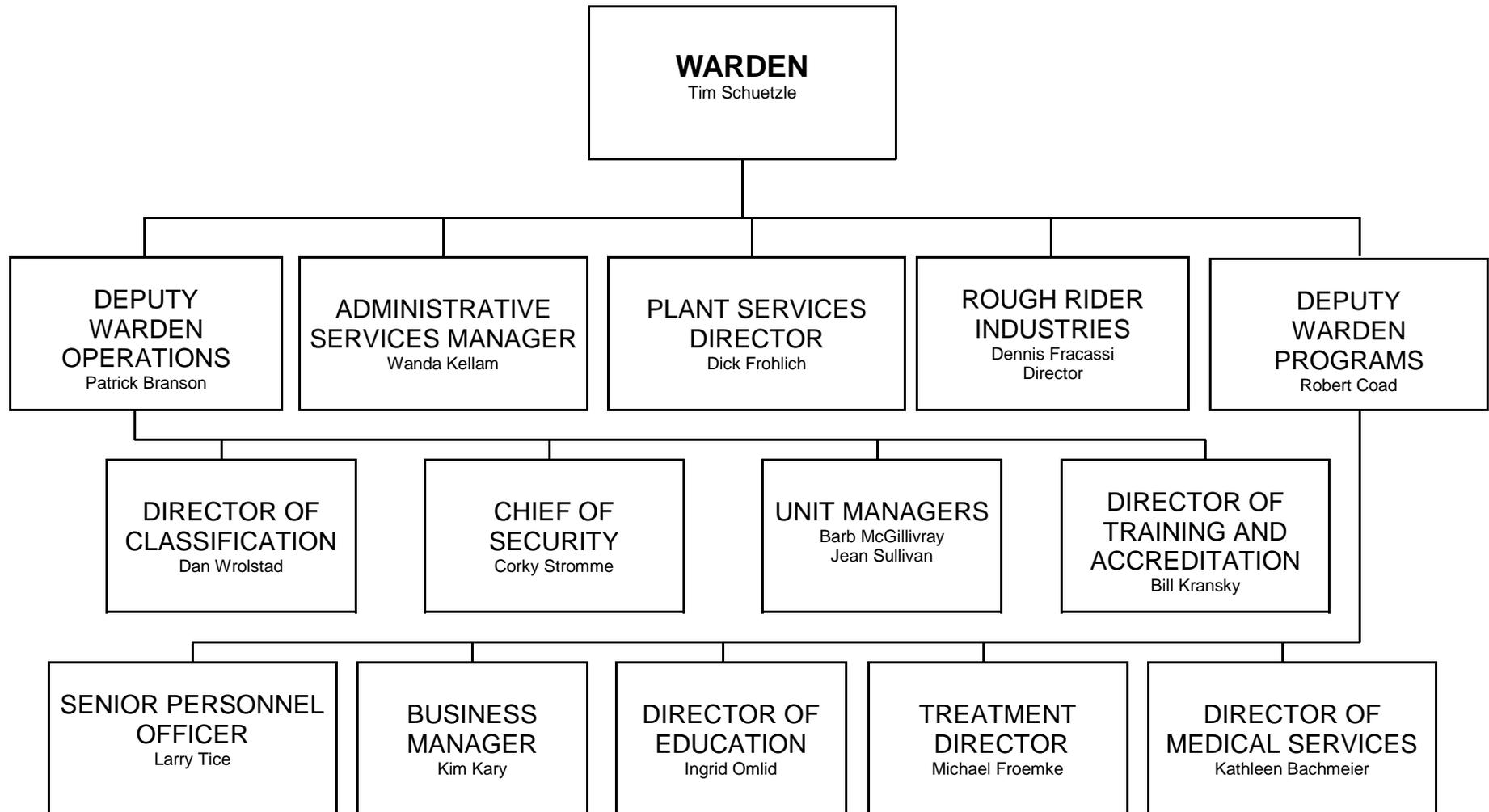


North Dakota Department of Corrections and Rehabilitation  
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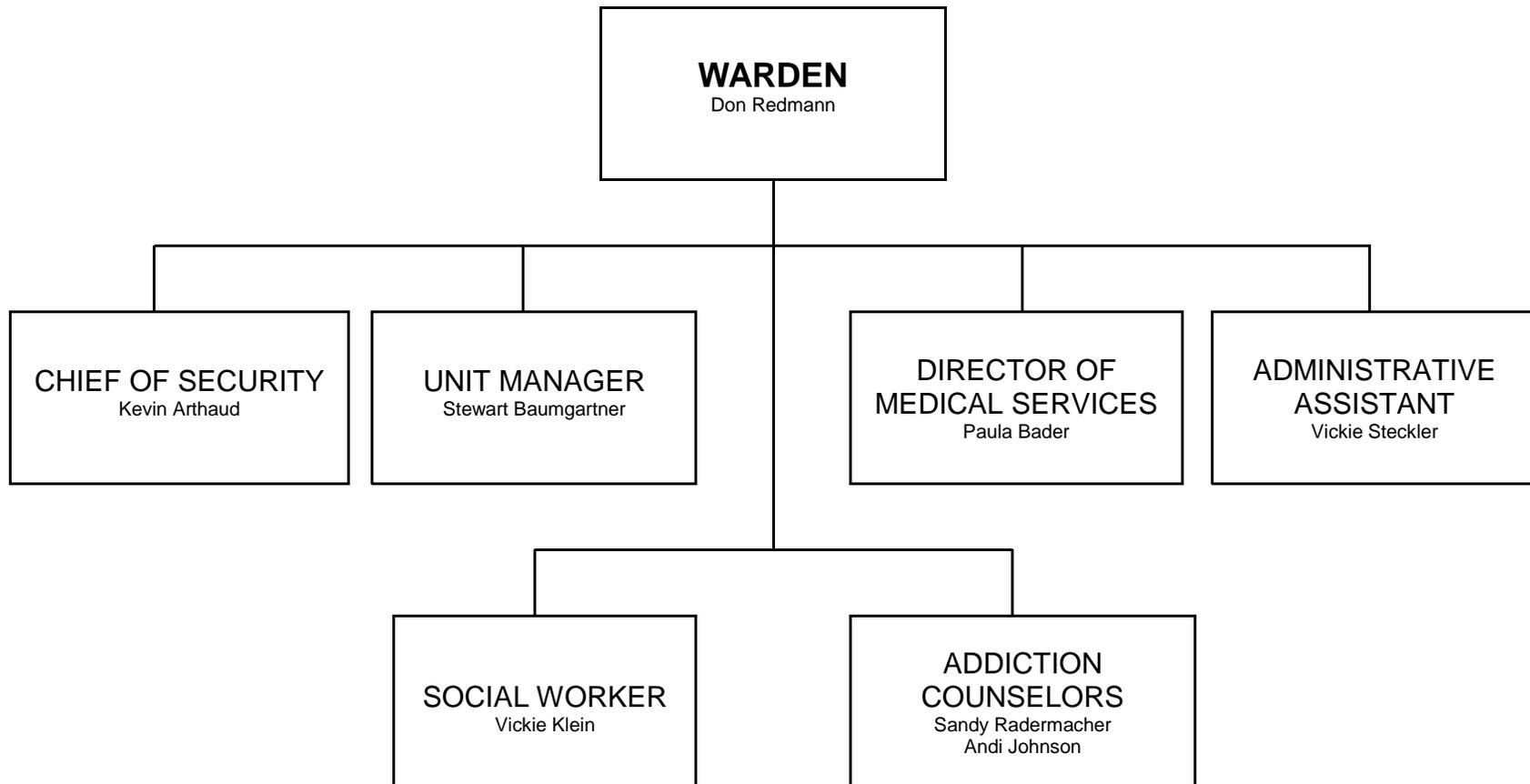
Tim Schuetzle, Director

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# NORTH DAKOTA STATE PENITENTIARY



## **JAMES RIVER CORRECTIONAL CENTER**

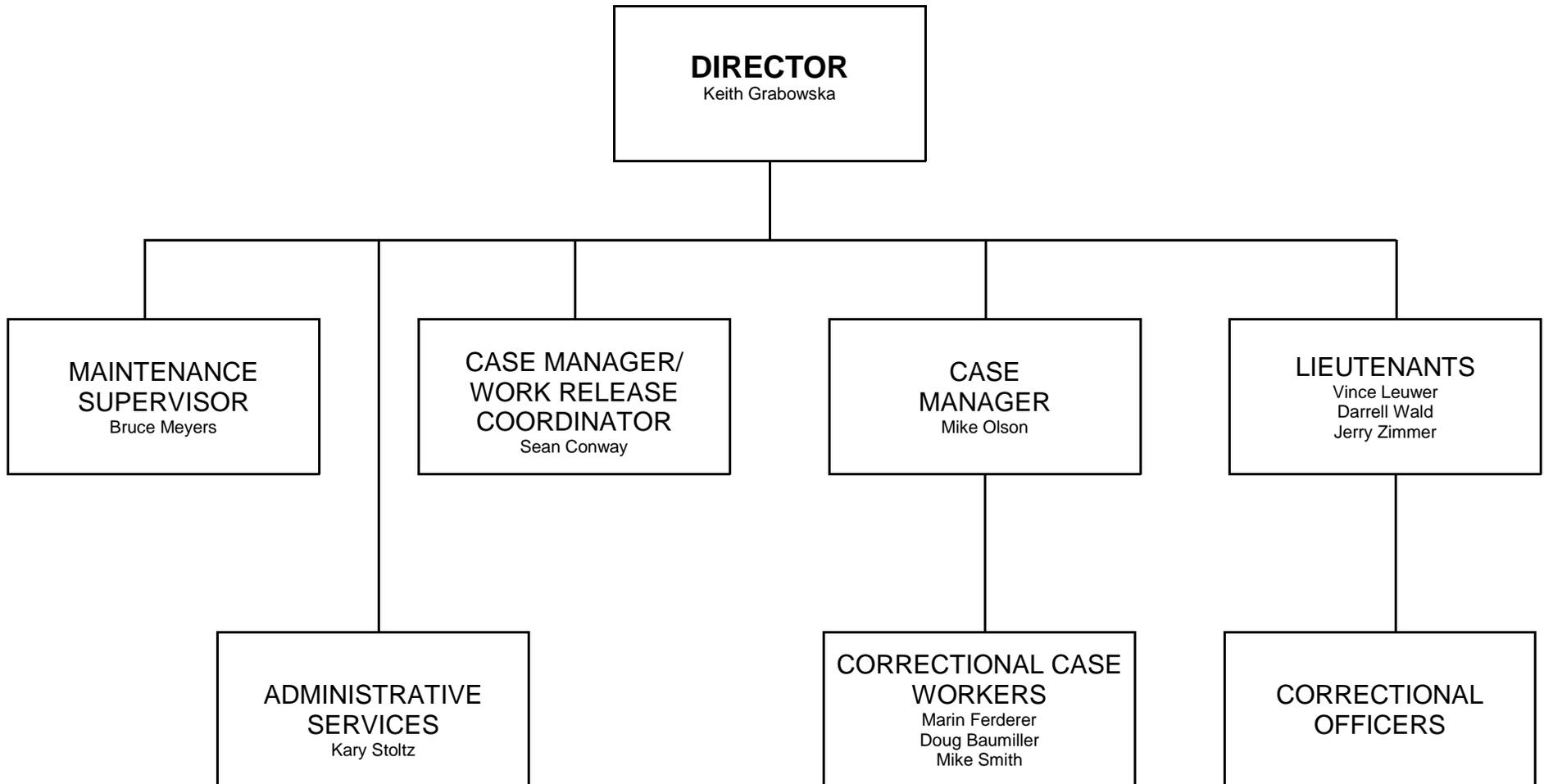


North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

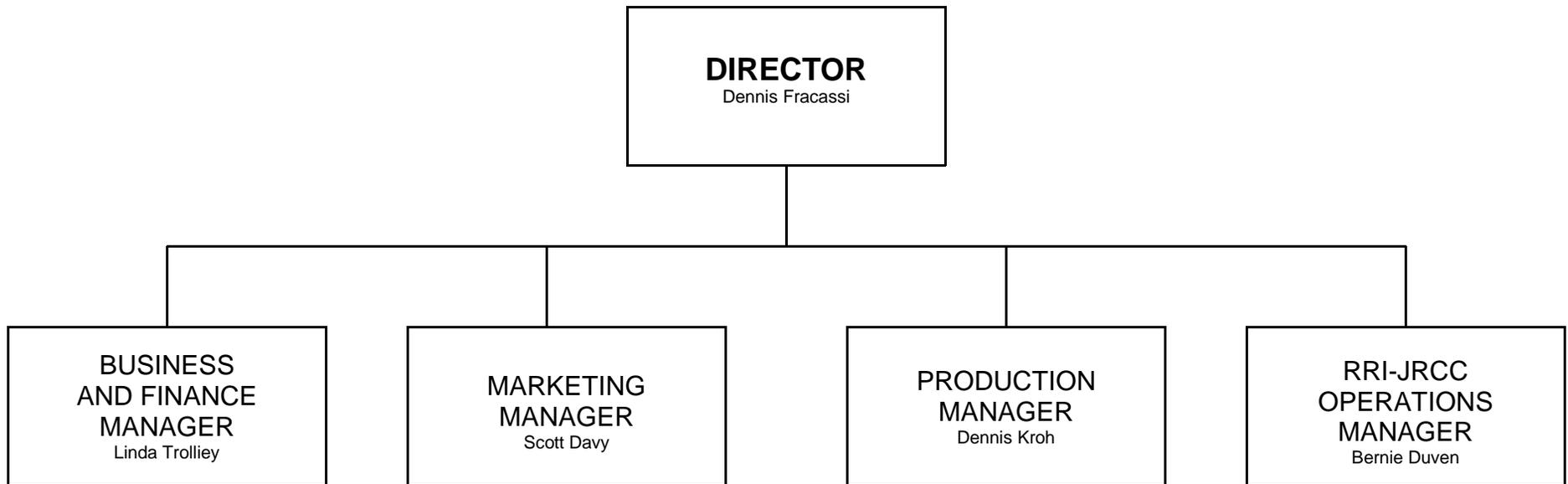
Tim Schuetzle, Director

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# MISSOURI RIVER CORRECTIONAL CENTER



## **ROUGH RIDER INDUSTRIES**



North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

**Summary of Accomplishments,  
Changes, and Activities for the  
Prison's Division**

The 1999-2001 biennium was marked with continued inmate population growth. Our inmate population increased 15% during the biennium, and we reached an all-time high of 1122 inmates on 5/22/01. In response to the need for additional bed space, in October of 2000 the Prison's Division began remodeling the 5<sup>th</sup> and 6<sup>th</sup> floors of the James River Correctional Center housing unit, and we were able to move inmates onto these floors by June of 2001.

Despite this additional bed-space, we continued to house approximately 100 inmates in double cells in the State Penitentiary's South Unit, West Cell House, and Orientation Unit. We began the biennium with 98 inmates housed off-site at county jails, halfway houses, and the Prairie Correctional Center, a private-for profit facility in Appleton, Minnesota. By the time the 5<sup>th</sup> and 6<sup>th</sup> floors at the JRCC were opened in June of 2001 we had 170 inmates housed in these contract facilities.

For the 3<sup>rd</sup> 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. We had 66 more admissions for drug offenses, and 18 more admissions for violent offenses than during the 1997-99 biennium. In an effort to meet the rehabilitation

needs of these drug offenders, the division added 2 more addiction counselors, and offered more addiction therapy groups at both the JRCC and MRCC. We expanded the implementation of Cognitive Restructuring treatment as an integral part of all our therapy groups, and every employee of the prisons division completed a minimum 16 hour training class in cognitive restructuring theory and practice. Overall, the types of rehabilitation programs offered are hitting the target, as our recidivism rate for the first year of the biennium was 21.3%. This means that approximately 4 out of 5 inmates released during 1997 had not come back to prison by the end of calendar year 2000.

Demographically, we are seeing a more diverse population. 5% of our population is Black, compared to 3% during the previous biennium. Caucasians represented the largest segment once again with 73% of the total, followed by 17% Native American and 5% Hispanic. The average age of the inmates went from 31 years, to 33 years, showing the increase we've seen in the number of elderly inmates entering our system. Following the national trends, the number of female inmates increased from 70 in FY'99, to 84 for FY'01, and now represents 7.5% of the total population.

During the biennium the staff at the prison's division met the physical, security, and safety needs of a growing inmate population. The total budget for the biennium was \$44,861,851. The Prison's Division operated throughout the biennium within this budget, turning back \$776,584 in unspent appropriation.

At the end of the biennium, the Prison's Division employed 375 staff of which were 204 Correctional Officers. Starting pay for Correctional Officers at the beginning of the biennium was \$1500/month, moving to \$1798/month after 1 year's experience. However, in May of 2001, this starting pay increased to \$1600/month and \$1900 after the first year of experience. Most officers have at least a two-year college degree. Our turnover rate increased from 11% in 1997-1999 to 14% this biennium. This is another increase from 5 years ago, and it is concerning because we are having difficulty attracting qualified applicants for Correctional Officer positions in both Bismarck and Jamestown.

Other significant occurrences during the biennium included:

- 7/99 Construction of a padded cell was completed at the State Penitentiary, and the first inmate was placed into the cell after he became hallucinatory and self-destructive.
- 8/99 Finished construction of a double fence around the north side of the penitentiary, completing a long-term goal of having the entire perimeter enclosed by a double fence.
- 8/99 The JRCC employees adopted three miles of interstate east of Jamestown. They have "pitched the ditch" at least twice each year since then.

North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

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|-------|---|-------|---|-------|---|
| 9/99  | There was a racial disturbance in the gymnasium at the penitentiary, involving 14 inmates. It was quelled quickly with no significant injuries to staff or inmates, and no damage to property.  | 12/99 | The penitentiary discontinued the full time Arts and Crafts program, so the officer assigned to supervise that program could be assigned to provide additional security in the cell house and during recreation. Inmates are still allowed to work on crafts during their evening recreation periods.     | 4/00  | Prison Division staff worked with the US Census office to deliver census forms to all inmates within the division.  |
| 9/99  | We completed converting the inmates files from paper to a computerized file system, with the "go-live" date of September 29.  | 1/00  | Escaped fugitive Kyle Bell was apprehended in Texas, and was transferred to the federal "supermax" prison in Florence, Colorado.  | 6/00  | The Prisons Division instituted a new urinalysis testing program employing disposable test sticks. Positive test sticks are sent to a private lab for confirmation. We randomly test over 300 inmates each month in our three facilities. |
| 9/99  | A male officer at the penitentiary was terminated after it was verified that he was having sexual relations with female inmates. He was subsequently convicted and sentenced for his crimes.  | 2/00  | The Attorney General ruled that all prison records were considered "confidential", and could not be disclosed to the public. This created problems for the division until the records law was changed by the 2001 legislature.  | 7/00  | JRCC Case Managers began offering Cognitive Restructuring and Anger Management classes for their inmates.   |
| 10/99 | Inmate Kyle Bell escaped from a Transcor prisoner transport bus while en route from Bismarck to a prison in Oregon. A combined law enforcement task force consisting of members of the Department of Corrections, Highway Patrol, Bureau of Criminal Investigation, and the FBI began a nationwide manhunt. | 2/00  | Completed construction of the West Tower at the penitentiary.   | 8/00  | The prison gun range underwent a complete renovation, including a new trailer/classroom, and cement walkways on the firing lines. The range is shared with other state law enforcement personnel from the BCI and Highway Patrol.         |
| 11/99 | On 11/5, MRCC inmate Jason Eagle Horse walked away from custody while he was attending an AA meeting in the community. He was apprehended one week later in Fort Yates.   | 2/00  | The penitentiary conducted an emergency response drill to test staff readiness. A hostage situation was simulated in the visiting room. The command center was opened, all staff were called to report to the prison, and the hostage negotiation team were given an opportunity to practice their skills | 9/00  | The JRCC completed their Master Plan, which addresses future expansion plans should the inmate population or programming needs exceed current accommodations.   |
|       |   |       |   | 10/00 | The State Penitentiary and MRCC failed to pass two standards as part of their ACA re-accreditation, dealing   |
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| <p>with the control of chemicals and the inspection of weapons in the vault. The auditors returned in the summer of 2001, and both facilities passed the inspection, and were re-accredited.</p>  |             | <p>Stutsman County jail for the housing of pre-trial inmates sent to the State Hospital for competency evaluations.</p>  |             | <p>seriously mentally ill inmates during the first year of the next biennium, and if the need was demonstrated, the unit could operate during the last nine months of the 2001-2003 biennium.</p>  |
| <p>10/00 The James River Correctional Center completed a 25% expansion of the recreation yard, in anticipation of receiving an additional 110 inmates once the 5<sup>th</sup> and 6<sup>th</sup> Floor construction is completed. Renovation work began on those two floors, and construction started on the front gate entrance building.</p>  | <p>1/01</p> | <p>The Prison's Division Director testified before the 2001 legislature on the budget request for the Prisons Division, and on new legislation regarding inmate records, inmate transports, and changing the law to allow for more than one warden in the state.</p>   | <p>5/01</p> | <p>The prisons division ended its long standing agreement with the North Dakota Conference of Churches to contract for Chaplains inside the institutions. NDSP and JRCC will now contract directly with one chaplain at each of the facilities. The inmate population in the system reached an all time high number of prisoners of 1122 on 5/22/01.</p> |
| <p>11/00 Plans were made to establish a video conferencing link between the JRCC and NDSP. The equipment will also be used for tele-medicine between the facilities and Med Center One, and eventually could be tied into a courtroom in the South Central District Courthouse. We project this new technology will allow us to keep prisoners within the secure facility, and reduce the number of community transports.</p> | <p>2/01</p> | <p>All prisons division staff began training in Cognitive Restructuring. The medical department finalized the protocol for the treatment of inmates with Hepatitis C.</p>  | <p>6/01</p> | <p>On 6/15, Inmate Troy Jacobson walked away from the MRCC at approximately 7:00 p.m. He was apprehended on south Washington street about 10:00 p.m. by prison officials.</p>  |
| <p>11/00 The JRCC began sending 4 minimum security women to work at the laundry building on the grounds of the State Hospital. This helped the hospital with their labor shortage, and helped the prison find meaningful work for 4 of its inmates.</p>   | <p>3/01</p> | <p>The State Penitentiary reorganized it's management structure, and Mr. Pat Branson was named the Deputy Warden for Operations. Bob Coad became the Deputy Warden for Programs.</p>   | <p>6/01</p> | <p>The JRCC opened the renovated 5<sup>th</sup> and 6<sup>th</sup> floors, and began accepting inmates back into our system from placement in contracted facilities.</p>   |
| <p>12/00 The JRCC began contracting with</p>  | <p>4/01</p> | <p>The legislature adjourned, approving an appropriation for the 2001-2003 biennium for the prisons division of \$50,270,493. Legislation was changed to allow staff to disclose certain inmate records to the public, and also passed was legislation that allows for more than one warden in the state. With that change, Don Redmann officially became the Warden at the JRCC. The legislature did not fund the requested Food Service building at the MRCC or the Women's Unit building at the JRCC. They did agree to study the need for a unit for the</p> |             |  |

***Future Concerns for the Prisons Division***

We will continue to struggle with finding bed space for the increasing inmate population. We have adequately addressed this issue through the next biennium by adding alternative sen-

North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

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tencing programs like the DUI Center, and Transition Center, but we will need more secure prison cells in the future should the rate of increase we've seen the past 8 years continue.

The prisons division not only needs more cell space for the inmates, but more programming space as well. We will keep advocating for completion of the Food Services building at the MRCC, and Women's Unit at JRCC. The additional 110 inmates added to the JRCC this past June has also created space problems in the food preparation area, visiting room, chapel, and educational departments. The JRCC Master Plan explores the option of acquiring another building from the State Hospital to add more space to the prison.

The number of mentally ill inmates entering the system also keeps rising. When inmates are not medication compliant, they can become paranoid and/or assaultive, and are a real threat to the safety of the staff and other inmates. We continue to advocate for a "SMI Unit" where we can stabilize these inmates when they are in a vulnerable condition, and help keep them, and the rest of the population safe until they are more appropriate for general housing.

The rising medical expenses were curtailed during the 1999-01 biennium; however, medical care and costs will continue to be a future concern. We are seeing a dramatic increase in the number of inmates entering the facility with

blood borne diseases like Hepatitis B, C and AIDS, and the probability of assisting inmates with placement on organ transplant lists is a real possibility within the next two years. The rising average age of the population means an increasing potential for illnesses related to aging. With inmates having more people with long term illnesses, a physical expansion to the Infirmary will become a priority in coming years.

The prison will need to address construction of a replacement housing area for the 1910 circa East Cell House. This facility has incurred structural damage to the parapets and no longer meets the natural light standards. A plan has been developed for a 240 bed cell house to replace the 157 bed 1910 building; the new facility would also provide secure space for segregation and detention cells and a new infirmary.

Finally, we must keep pace with staff development efforts, including minority recruitment, improved retention, and increased training opportunities. We employ exceptional people, and operate one of the safest, most humane facilities in the country. With the increasing liability and growth of inmate litigation, we must continue to focus attention on staff training. We also need to look at better salary packages for the line staff if we want to retain trained officers within the department.

**North Dakota State  
Penitentiary**

The State Penitentiary continued to meet its mission of protecting the public, maintaining a safe environment for staff and inmates, and rehabilitating offenders. The institution can provide 523 single cell spaces and 27 temporary cell spaces, but for much of the biennium we have had about 100 inmates sharing a cell with two bunks.

We are proud to report that the facility continues to have an impressive safety record. There were no escapes from the State Penitentiary, no suicides, and no unnatural inmate deaths. Unfortunately 4 inmates passed away from natural causes during the biennium. One man died from a heart attack, one from complications following surgery, and two men passed away from liver failure related to the disease Hepatitis C.

On September 2, 1999 we had an inmate disturbance in the gymnasium which resulted in 14 inmates being placed into administrative segregation. The disturbance was caused by a racial problem between the Black and Native American inmates. The penitentiary Special Operations Response Team (SORT) responded to the facility and quickly quelled the disturbance with the assistance of other staff on shift. There were no serious or significant injuries during the disturbance.

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The State Penitentiary conducted two mock training drills to test the readiness of our emergency response. Both of these drills utilized simulated hostage scenarios, providing the recently trained hostage negotiating team an opportunity to practice their negotiation skills.

**James River  
Correctional Center**

The JRCC has demonstrated great progress during the biennium. We successfully completed several of our goals and objectives-the most important is the protection of the public by preventing escapes. We did experience an inmate suicide in February of 2000 but thorough investigations conducted by internal and external authorities revealed that the staff acted properly before, during and after the event.

On June 5<sup>th</sup>, 2001 the 5<sup>th</sup> and 6<sup>th</sup> floor renovation project was completed. The 2.2 million-dollar project increased the bed capacity to a total of 344 general population beds and 45 "transitional" beds used for special management inmates. Although we were able to hire the 20 additional staff needed to provide adequate supervision we are finding that it is getting more difficult to find qualified applicants. Due to the unique size and floor plan of the 6<sup>th</sup> floor, we elected to start a Day Treatment program for chemical dependency. This will greatly enhance our rehabilitation opportunities for the inmates at the JRCC. Due to the in-

creased inmate population, the kitchen was expanded to allow for an additional oven and steamers. A new security station (at the facility entrance) was completed as part of the construction project, which allows staff, visitors and guests to be out of the elements while being processed. This was especially important to the visitors of the inmates who would often have small children. Security was also greatly improved since we now have the ability to check visitors for weapons prior to entering the secure facility.

**Missouri River  
Correctional Center**

The 1999/2001 biennium began with the MRCC at its full operating capacity. It has remained full to this date and is housing 136 male and 14 female residents.

The programs at the MRCC target educational, vocational and treatment needs of its clients. The GED program continues to be a mainstay at the facility; 36 inmates received their high school equivalency degree during the 99-01 biennium. A Computer Skills component was added to the Pre-Release Class, teaching basic computer principles. The vocational programming presently consists of the Carpentry Class, which is facilitated by local builders; and Auto Mechanics. The Auto Mechanics program graduates approximately 15 inmates annually. During the biennium the Welding Vocational Program was closed due to lack of funding but we are hopeful

to receive funding for this program next biennium.

The Manpower Services Program continues to grow. This biennium, two sites were added to the program; Capital Motor pool and the Dakota Zoo. This increased the number of work sites to nine, employing approximately 20 inmates. The Work and Education Release program continues to promote reintegration into society, with approximately 60 inmates involved annually.

The Treatment Program provided Intensive Outpatient Addiction Therapy at the MRCC and we continued to place inmates into other treatment groups at the West Central Human Service Center.

During this reporting period, there were two inmate "walk aways" from the MRCC. On 11/8/99 Jason Eagle Horse left from an AA meeting that was meeting in downtown Bismarck. He was apprehended in Fort Yates on 11/10/99. Then, on 6/15/01, Troy Jacobson left the MRCC grounds without permission, but was apprehended approximately three hours later walking on South Washington Street.

A pheasant-rearing project began the first year of the biennium, and continued to expand the second year. It provides work for a number of on-site inmates, who seem to enjoy the demanding task of raising the young pheasants, chuckers, and partridge. The MRCC releases the bird on the property, and sponsors a hunt each fall for disabled hunters.

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The architectural firm of AWBW completed a planning study and blue prints for a MRCC Food Service/Multi-Purpose building to replace the present kitchen. The existing building is outdated and structurally disintegrating. This Food Service/Multi-Purpose building was included in the Executive Recommendation for the 2001-2003 biennium but was cut from the budget by the legislature.

***Rough Rider Industries***

During the 1999 – 2001 biennium, Rough Rider Industries (RRI) made significant strides in forming working relationships with the private sector. The most notable accomplishments are the private sector partnerships formed at the RRI facility located at the James River Correctional Center. At this facility, up to 40 inmates are sewing and assembling products for several private sector companies. With many private sector sewing operations moving offshore, this has become an ideal industry to put inmates to work in an area that does not directly compete with other North Dakota businesses.

The traditional industries located at the Penitentiary consisting of sign, metal, license plates, furniture and upholstery products continued to employ over 100 inmates. Additionally, we logged over 14,500 inmate man-hours of sum-

mer employment for inmates at the Missouri River Correctional Center by utilizing our lands to grow alfalfa.

RRI plays an important role in the safety and security of the prisons, and helps in the rehabilitation process by teaching inmates job skills and work ethics that can be transferred to the private sector upon their release. Inmates that work at RRI are generally better behaved and take care of financial obligations such as fines, restitution, and child support. Additionally, 25% of all monies earned are set aside in a savings account for their release from prison.

7/99 RRI prototypes new products for two Fargo companies – Acceleration Products Inc., (API) and Global Electric Motors (GEM). Prototypes are approved and first orders are received.

11/99 RRI begins sewing clothing for NDSP and YCC. First orders consist of orange prison jumpsuits that will now be used when transporting inmates.

12/99 RRI metal shop agrees to help Dura-Tech of Jamestown fill orders due to their inability to find local welders.

1/00 The first order of the new Lewis and Clark license plates are delivered to North Dakota Motor Vehicle.

2/00 RRI opens a new web page at: [www.roughriderindustries.com](http://www.roughriderindustries.com).

5/00 RRI works with Specialty Export Co. of Memphis, TN to grow a test plot of 5 acres of specialty pumpkins from Germany to determine if our climate, soil and growing season are suitable for this new product. The oil from the seed is extracted and used in the nutraceutical industry.

8/00 RRI is audited by the U.S. Bureau of Justice to ensure that our prison industry program is compliant with federal regulations. RRI is found to be in 100% compliance.

11/00 RRI completes a new audiovisual presentation to present to civic and business organizations throughout the state.

2/01 RRI completes a sewing job of 40,000 smocks at the request of Soaring Eagle Outerwear of Minot.

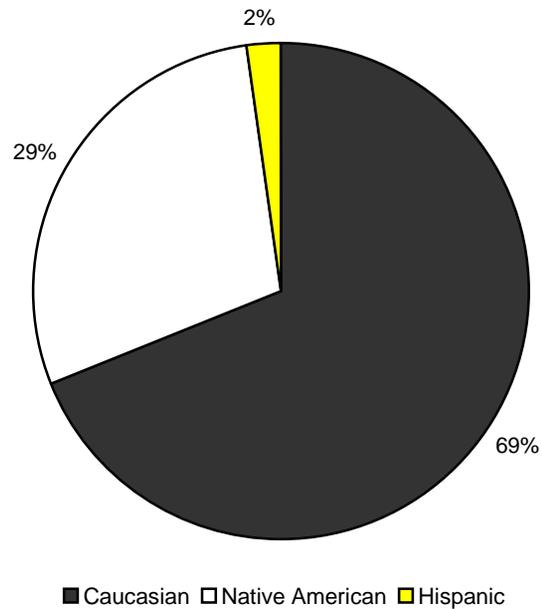
5/01 RRI completed the Workers Compensation audit and received the maximum premium discount of 7% for total compliance.

North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

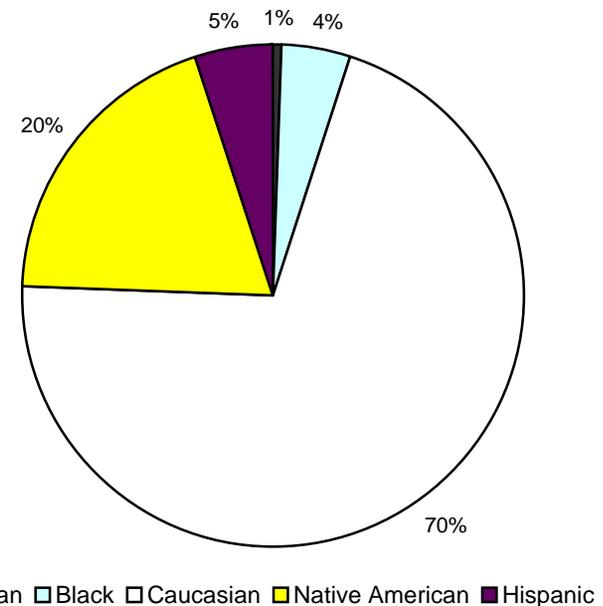
Tim Schuetzle, Director

## Offenders Received

**FEMALES - TOTAL 138**



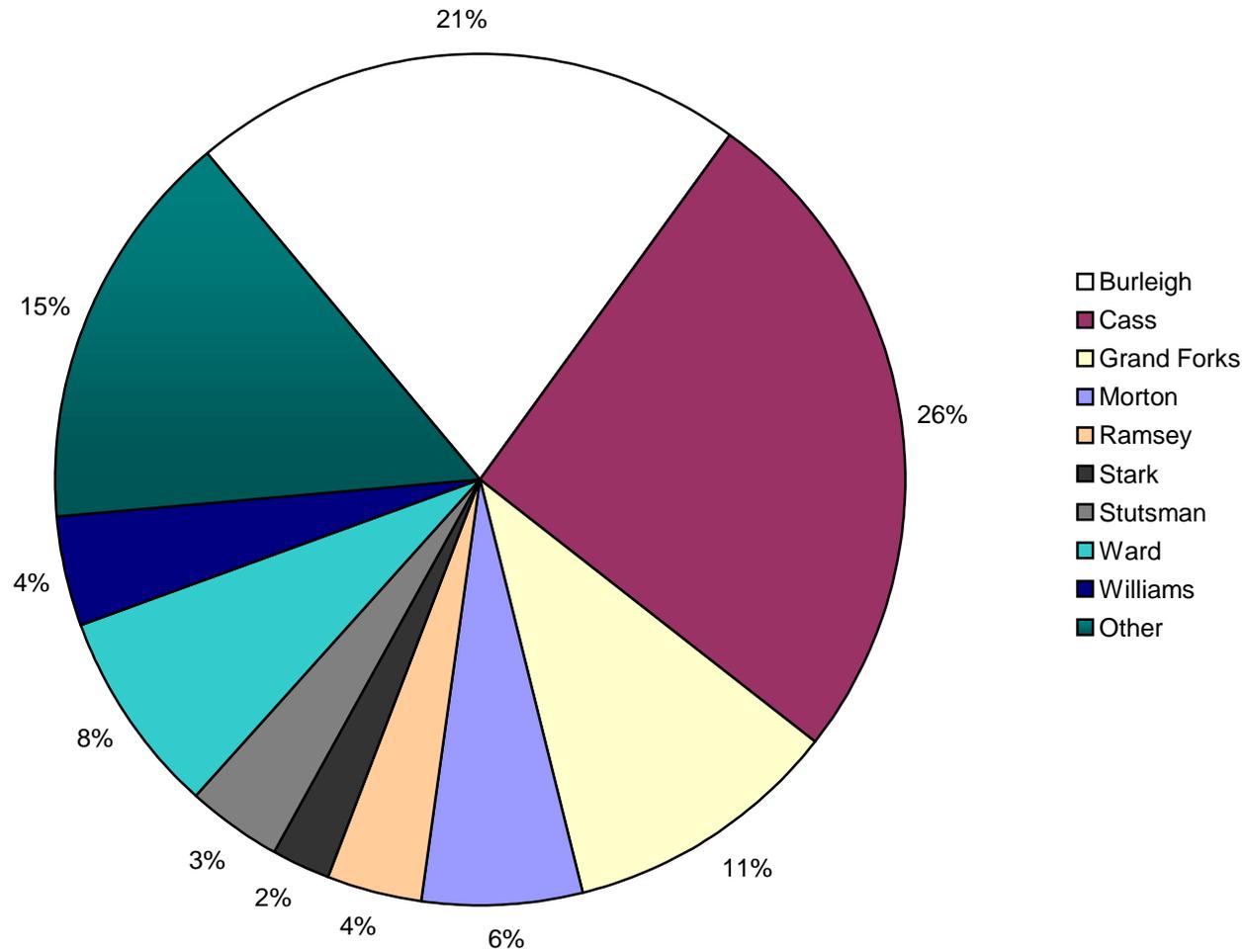
**MALES - TOTAL 1,290**



North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

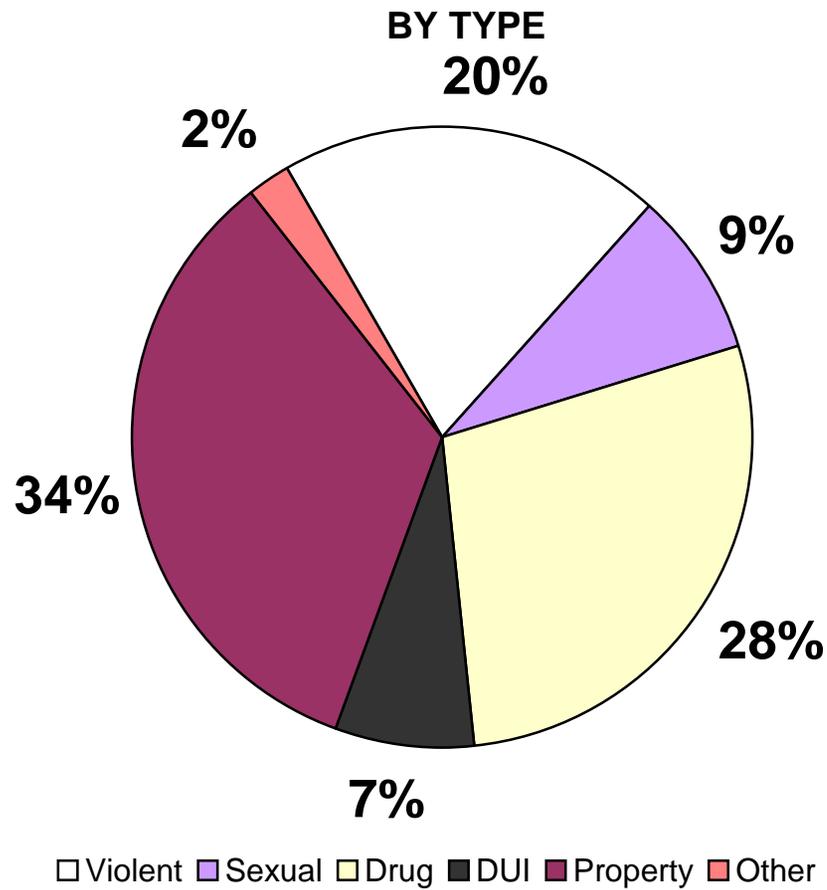
## Commitments by County



North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

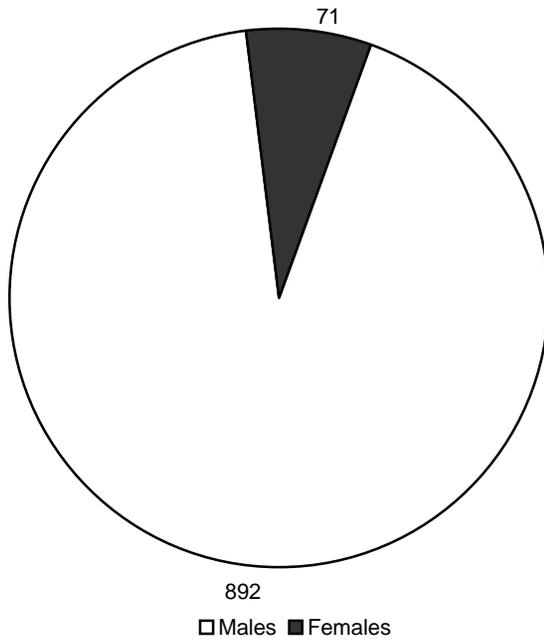
Tim Schuetzle, Director

## Offenses

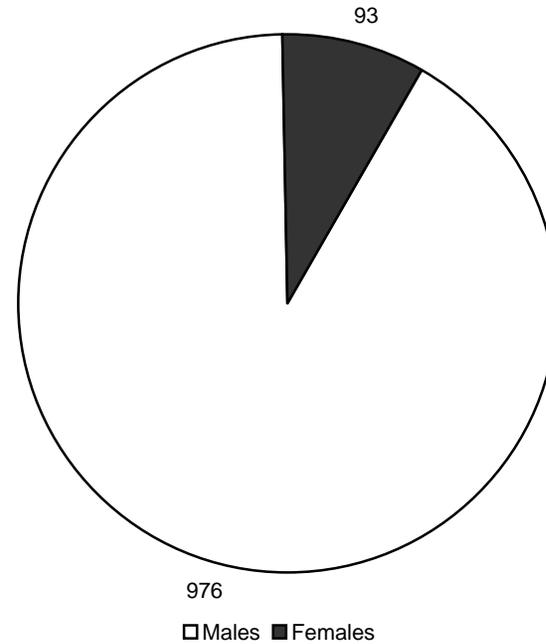


## Average Daily Population

1st Year of Biennium 07/01/99-06/30/00



2nd Year of Biennium 07/01/00-06/30/01



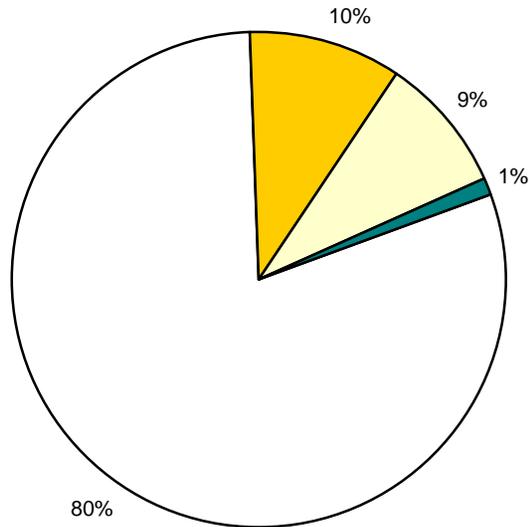
North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

## Offender Admissions

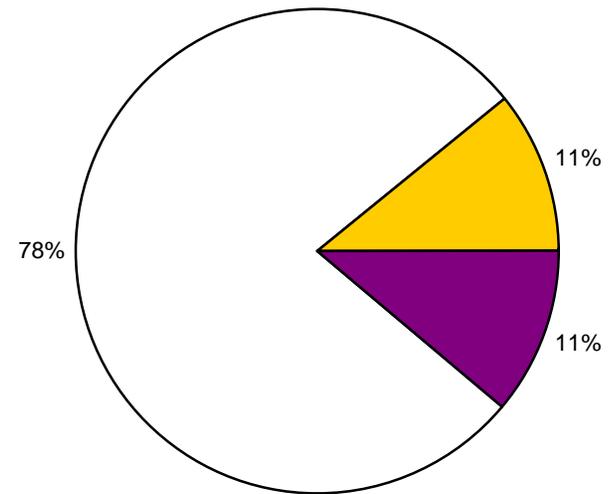
July 1, 1999 – June 30, 2000

**MALES - TOTAL 650**



- Courts
- Parole Violators
- Probation Violators
- Escapees Returned (From minimum custody housing)

**FEMALES - TOTAL 64**



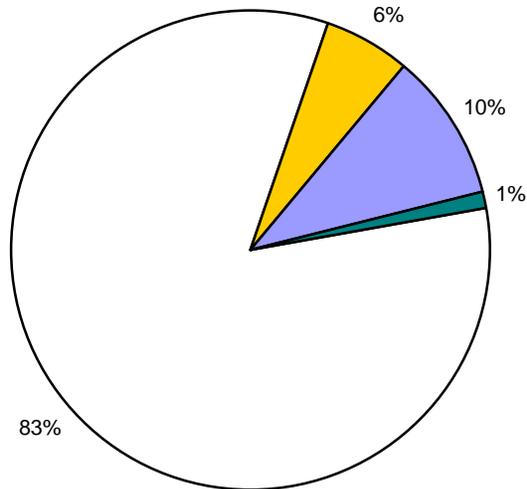
- Courts
- Parole Violators
- Probation Violators

North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

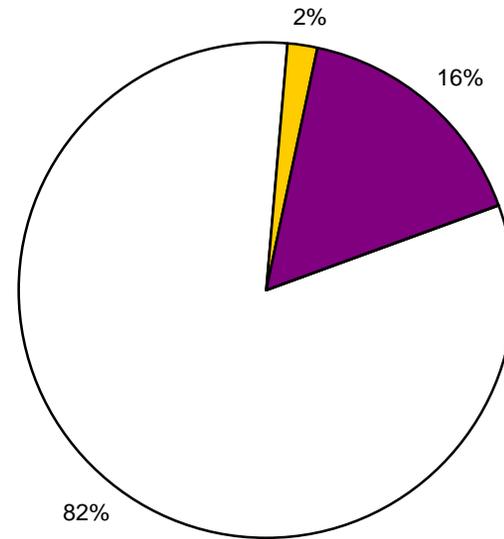
**Offender Admissions**  
July 1, 2000 – June 30, 2001

**MALES - TOTAL 640**



- Courts
- Parole Violators
- Probation Violators
- Escapees Returned (from minimum custody housing)

**FEMALES - TOTAL 74**



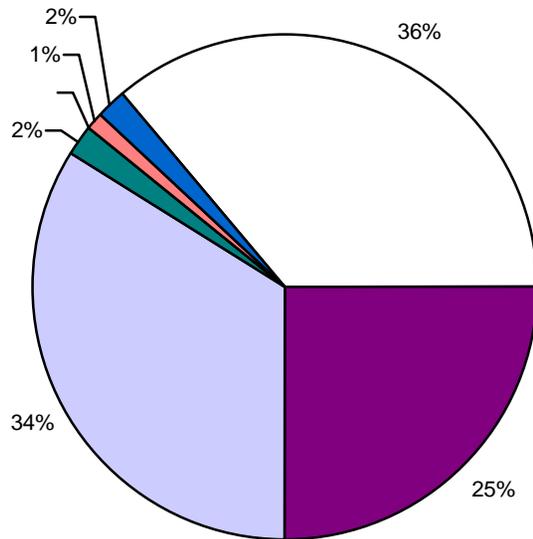
- Courts
- Parole Violators
- Probation Violators

North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

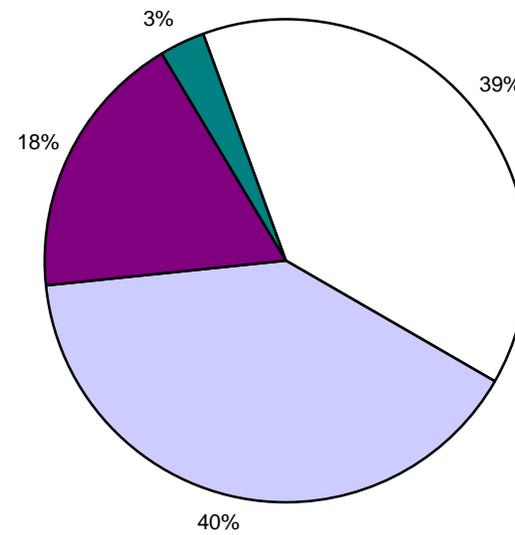
**Offender Releases**  
**July 1, 1999 – June 30, 2000**

**MALES - TOTAL 557**



□ Expiration ■ Probation □ Parole ■ Court Order ■ Deceased ■ Escapes

**FEMALES - TOTAL 62**



□ Expiration □ Paroles ■ Probation ■ Court Order

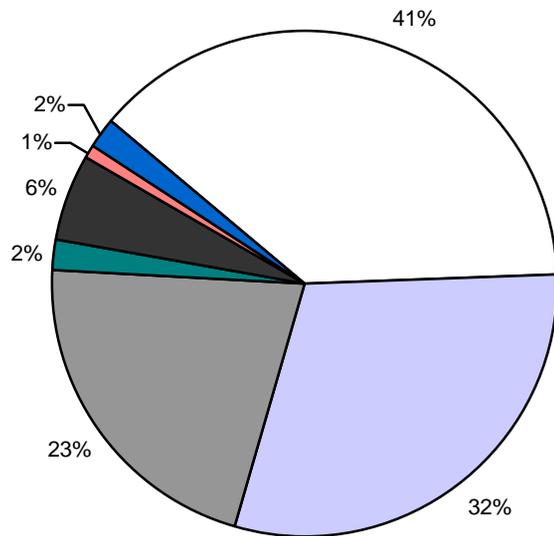
North Dakota Department of Corrections and Rehabilitation  
**DOCR PRISONS DIVISION REPORT**

Tim Schuetzle, Director

## Offender Releases

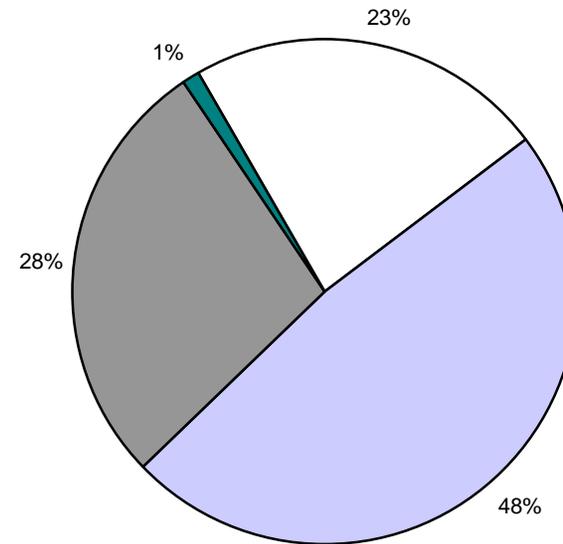
July 1, 2000 – June 30, 2001

**MALES - TOTAL 600**



Expiration   
  Probation   
  Parole   
  Court Order  
 Deceased   
  Appeal Bond   
  Escapes

**FEMALES - TOTAL 62**



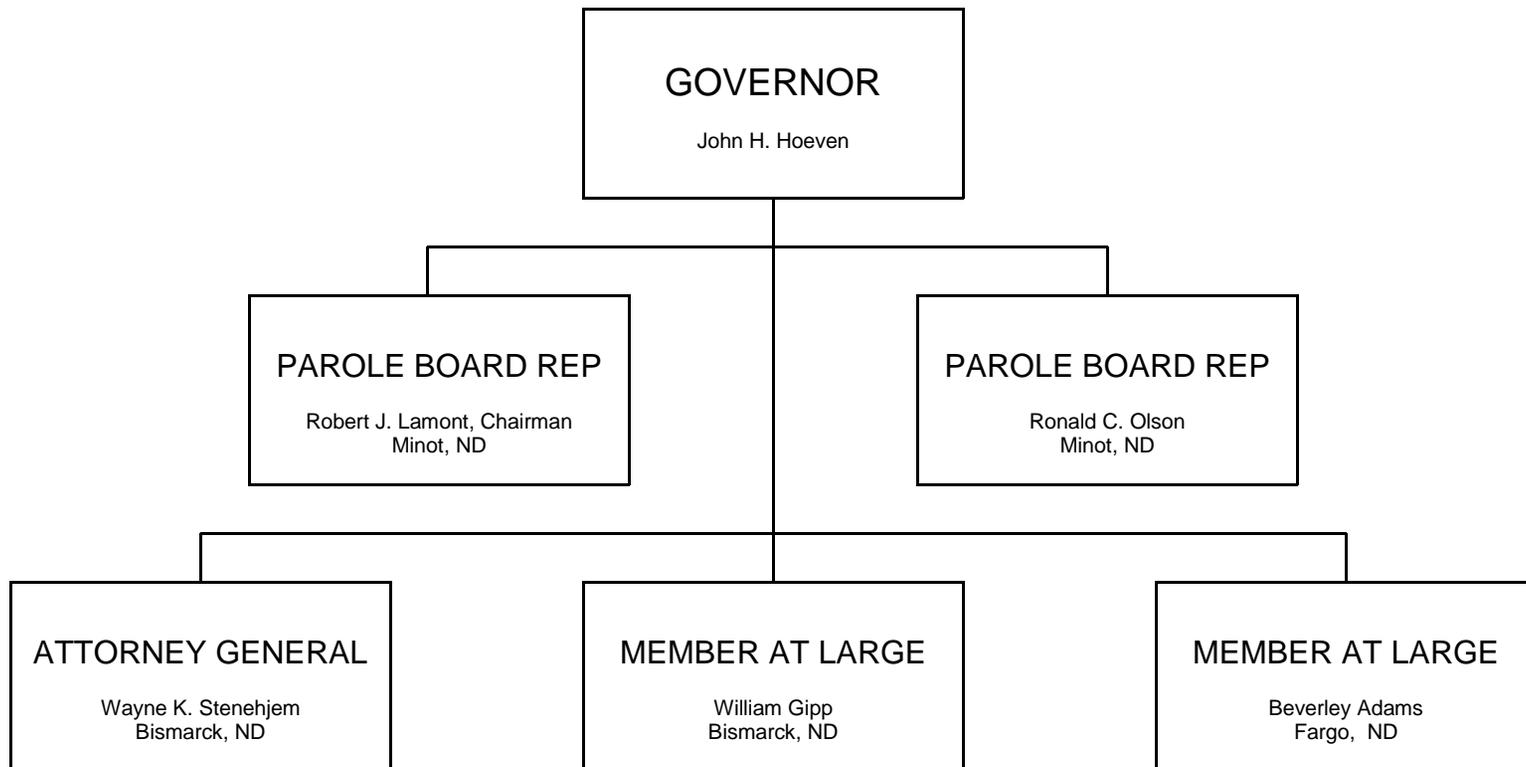
Expiration   
  Paroles   
  Probation   
  Pardon

**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

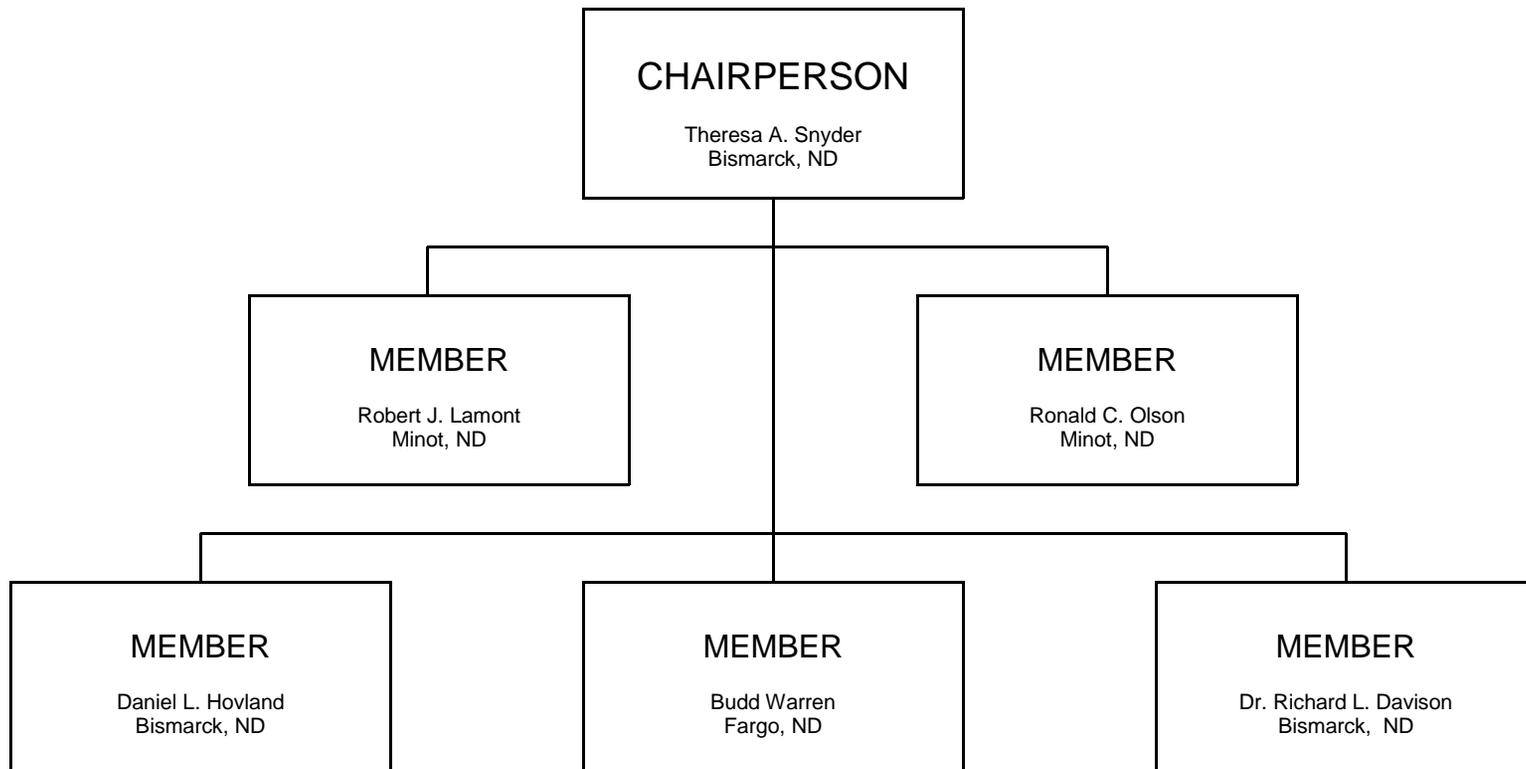


North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**

Warren Emmer, Director

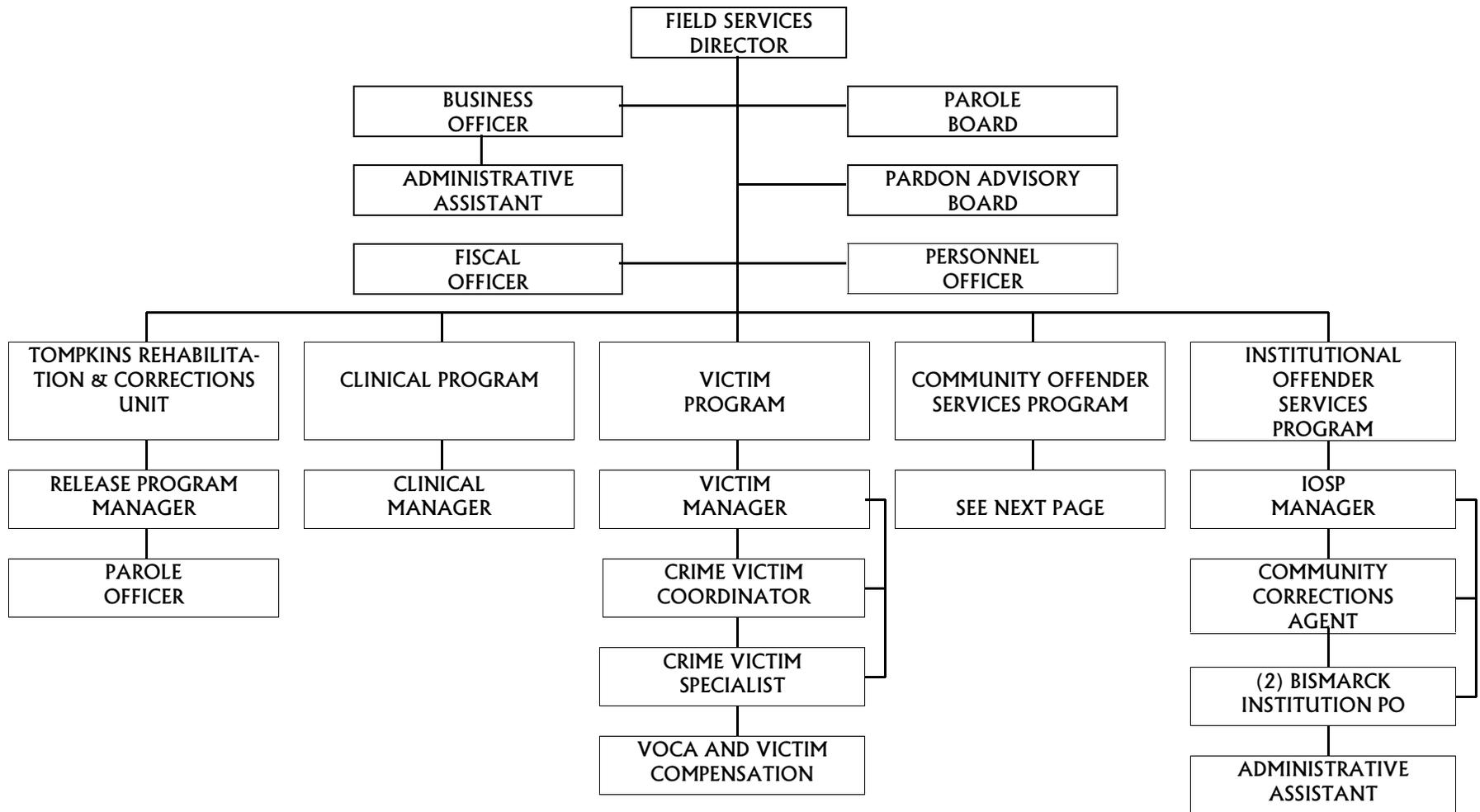
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## North Dakota Parole Board



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

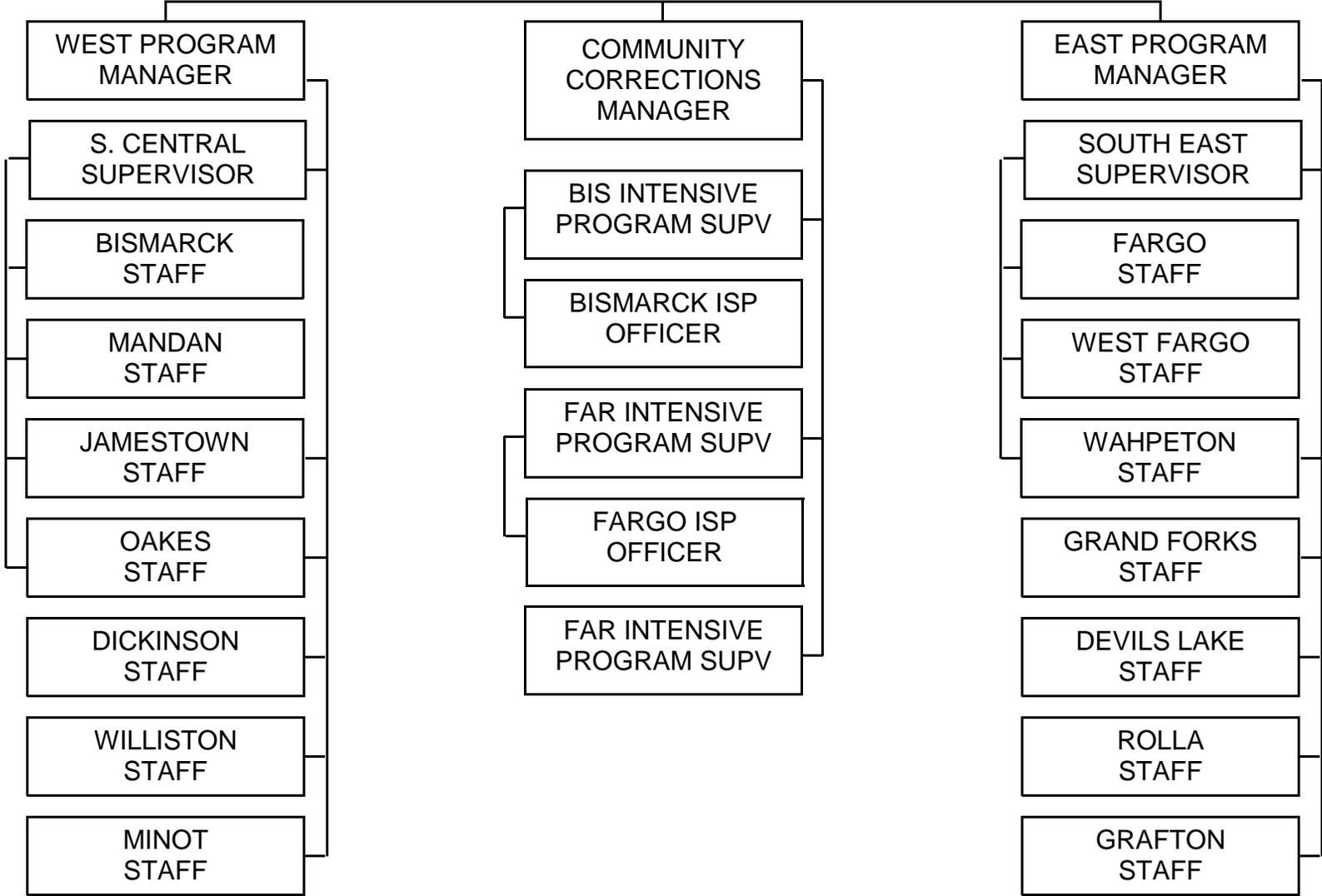
## FIELD SERVICES DIVISION CENTRAL OFFICE



# DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

## COMMUNITY OFFENDER SERVICES PROGRAM



# DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

## **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 equally committed to the compensation and restoration of crime victims.

## **General Overview**

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

The Division demonstrates a responsible working relationship with the Prisons Division, the state judiciary, local and state law enforcement, the Parole and Pardon Advisory Boards, interstate compact au-

thorities, and victims groups. A goal is to ensure the delivery of effective programs and provide viable correctional options for the criminal justice system.

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

## **Programs**

The Field Services Division continues to review and modify programs it provides to address community safety, prison overcrowding, and the offender's needs. The Division's strategy with community programs is to dedicate staff resources to the high-risk offender under supervision. Programs continue to develop under a community oriented policing strategy with Parole and Probation officers working in our com-

munities.

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

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

The Tompkins Rehabilitation and Corrections Unit (TRCU) and offender cognitive groups are examples of treatment services provided offenders.

The Division's programs serve as the DOCR's primary alternative to confine-

## DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

ment within the Prisons Division. The goal of placement decisions made within the Division is to utilize the most secure prison space for offenders of most risk. Offenders of less risk are allowed to participate in the community programming. The intermediate measures and alternatives to incarceration programs provide viable cost-effective and immediate alternatives to incarceration for violators in the community. These timely and expedient community sanctions hold offenders accountable while reducing the impact on the Prisons Division by maintaining the offender in the community.

Intermediate measures and alternatives to incarceration programming most often include:

- **Community Placement Program:** Lower risk prison inmates are allowed to serve their sentences in the community, using any variety of placement options ranging from residential halfway houses to home confinement and day reporting.
- **Jail/Parole Violators –** We house parole violators, determined inappropriate for the Tompkins Rehabilitation and Corrections Unit or other pro-

gramming, in local county jails.

- **Three-Day Parole Hold:** We utilize jail as an intermediate measure for parole violators.
- **DOCR Rooms:** We utilize hotel rooms for the use of homeless offenders as an intermediate measure for technical violations of supervision.
- **House Arrest/Home Detention:** Offenders' homes are utilized for their detention. We manage this by utilizing technology such as Electronic Monitoring System (EMS) and tracking systems.
- **Intensive Supervision Program (ISP):** The Intensive Supervision Program is a specialized case management strategy for a high-risk offender population in the community. A well-trained and experienced officer supervises a reduced caseload of 15 to 20 offenders under special conditions. These conditions include a curfew, electronic monitoring, night home visits, alcohol/drug testing. It requires 40 hours weekly of verifiable and approved constructive activities.

- **Residential Halfway House:** Halfway Houses are contracted facilities providing offenders with housing and program services. These facilities have 24-hour staffing and offer a variety of program services ranging from addiction treatment, domestic violence, and anger management programs, to living skills training.
- **Day Reporting Program:** Day Reporting is a structured program accounting for an offender's hourly activity each day. The program design is to have an offender report to a designated facility for up to 90 consecutive days. The supervising officer and the day report case manager authorize approved activities and routinely verify compliance. These approved activities verified by the case manager may include treatment and Alcoholics Anonymous (AA)/Narcotics Anonymous (NA) attendance, educational programming, community service, cognitive problem solving skills training, anger group, and job training or employment search.
- **Tompkins Rehabilitation and Corrections Unit:** The TRCU is a structured 100-day, in-patient alcohol and drug

## DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

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treatment program designed for first time violated probationers and parolees, first time confined inmates, and for offenders utilizing the intermediate measures program. Cognitive Restructuring is a major component of the program.

- **Cognitive Restructuring:** Cognitive Restructuring is a correctional education strategy utilized by the North Dakota Department of Corrections & Rehabilitation to teach offenders to manage their own risk. The goal of the program is to teach offenders to recognize the thoughts, feelings, and beliefs that are underlying to risky behavior that in turn will allow the offenders to manage their own risk. The Division of Field Services operates 12 cognitive restructuring groups and exposes offenders to this strategy in the day-to-day interaction with offenders

The Division utilizes validated instruments to assist in managing offenders and related programming. During the past year, the Division made the transition from the Wisconsin Risk & Needs assessment instrument to the Level of Service

Inventory – Revised (LSI-R) assessment instrument. The LSI-R consists of ten categories (Criminal History, Financial, Education/ Employment, Family/Marital, Accommodation, Leisure/Recreation, Companions, Alcohol/Drug Problem, Emotional/Personal, and Attitudes/ Orientation) that have been shown through theory and research to be some of the major predictors of criminal conduct. The LSI-R is a way of bringing together risk and needs information important to treatment planning and assigning levels of supervision.

The LSI-R assessment is completed on offenders that are placed on community supervision, as well as on inmates arriving at NDSP. Once the assessment has been completed, specific areas of risk and need are identified and a case supervision plan is developed. The case supervision plan identifies the dynamic areas of risk and need and provides strategies to reduce the risk in each identified area.

In October 2001, the DOCR Adult Services Case Planning Committee will begin utilizing the LSI-R to develop case plans for inmates arriving at NDSP.

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

The Division promotes a community policing philosophy, which provides for an ongoing assessment of community needs through public interaction. The Division's purpose is to create and maintain a partnership between parole officers, law enforcement agencies, community agencies, and citizens. The Division expects to achieve improved risk management supervision, enhanced communication, and safer communities through the commu-

## DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

nity-policing concept. The Division has established seven staging areas (2- Bismarck, 1-Grand Forks, and 4-Fargo).

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

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

a. There were 280,335 hours of commu-

nity service performed this biennium.

b. Community service hours performed by adult offenders in place of supervision fee collection totaled approximately 23,226 hours.

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

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

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

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

Several subprograms within the Community Offender Services Program provided 218 prison bed days saved throughout the biennium. The programs include Last Chance (10), CPP (14), TRCU (67) and other programs (127).

- **Community Placement Program:** The Field Services Division manages the Community Placement Program (CPP) for the DOCR. It provides all necessary supervision and programming for all CPP inmates. Eligible inmates must be within six months of their scheduled release from prison. DOCR staff, from both the institution and community, evaluate and investigate each application for placement. The program provides a controlled environment for an inmate to return to their community and resume responsible and productive activities. An inmate's community supervision may include a variety of controls and programs to verify their compliance with program conditions. Optional controls

## DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

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and programs include jail placement with work or education release, residential halfway house and treatment programming, day reporting, treatment, TRCU, Last Chance Program, alcohol/drug testing, curfew, and home confinement with electronic monitoring.

- **Last Chance Program:** The Last Chance Program implemented in September 1999 provides a service of addiction treatment for approximately 20 offenders using a Cognitive Behavioral approach to effect changes in offenders. In 2000 and more recently in the final 6 months of the biennium, the program has established itself as 7 months in length providing a variety of therapeutic treatment services and strategies to reduce risks. This includes a comprehensive case plan and supervision using the Levels of Services Inventory-Revised (LSI-R). These offenders are probationers under DOCR supervision who have violated terms of their probation. Without the immediate response and treatment intervention, these offenders would otherwise be referred to the

Court for revocation of supervision.

- **Drug Court Program:** The Drug Court Program is a structured 12-18 month program that targets repeat alcohol and drug offenders who would normally be facing a period of incarceration if not for their voluntary participation in the program. The program involves regular appearances before the drug court judge who administers sanctions or rewards based on decisions made by the drug court team. The drug court team is comprised of a judge, treatment professional, probation officer, prosecutor, and defense attorney. A plan is devised at the participants entry to the program that addresses key elements such as chemical addiction treatment, AA/NA participation, alcohol and drug testing, curfew, job skills, employment, education and other identified needs.
- **Institutional Offender Services Program (IOSP):** The IOSP provides support to the ND Parole Board, the Pardon Advisory Board, and the Prisons Division. It uses the Division's expertise to develop recommendations to

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

Both Boards changed dramatically during this biennium. The Parole Board was increased from three to six members although only three members convene on a board at one time. The Parole Board embraced a "risk-driven" release system and the Pardon Advisory Board replaced the Pardon Board. The Pardon Advisory Board is comprised of two Parole Board members, the Attorney General, and two members at large. They advise the Governor on all matters previously managed by the Pardon Board.

- **Victim Services Program:** The Division manages several victims' programs and funding allocations for the State of North Dakota. These programs include the Crime Victims Compensation Program, the Victim of Crime Act, and our State Crime Victim Account grant programs. The Di-

## DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

vision's Victim Services Program is managed by a Crime Victims Specialist. The Division is committed to providing appropriate direct services for victims of crime. Victims issues are brought to the forefront through the utilization of a contract victim advocate.

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

- **Low-Risk Offender Programs:** The Division contracts with 11 Community Service and Restitution Programs. These programs are managed by local Correctional Advisory Boards and employ a small staff to assist monitoring offenders assessed as low-risk. The Field Services Division

and the Department of Corrections and Rehabilitation remain committed to help develop alternatives to manage low-risk offenders in our communities. These local programs aid in delivering a cost-effective case management service. The Department believes this resource will preserve our state's resources to manage a higher-risk offender population.

### **Division Staff**

The Division met its mission with 74 employees in 14 districts and one central office. In addition to their North Dakota Peace Officer status, the Division's officers, Community Correction Agents, and supervisors are certified Correctional Officers. All other clerical and administrative staff are non-certified Correctional Officer training.

The Field Services Division supervised 8,166 offenders during this biennium. The biennium began with 3,517 active cases and ended with 3,443 cases. The felony offender population represents 86 percent

of the cases supervised by the Division. The remaining 14 percent of these are higher-risk misdemeanor cases.

### **For the Future**

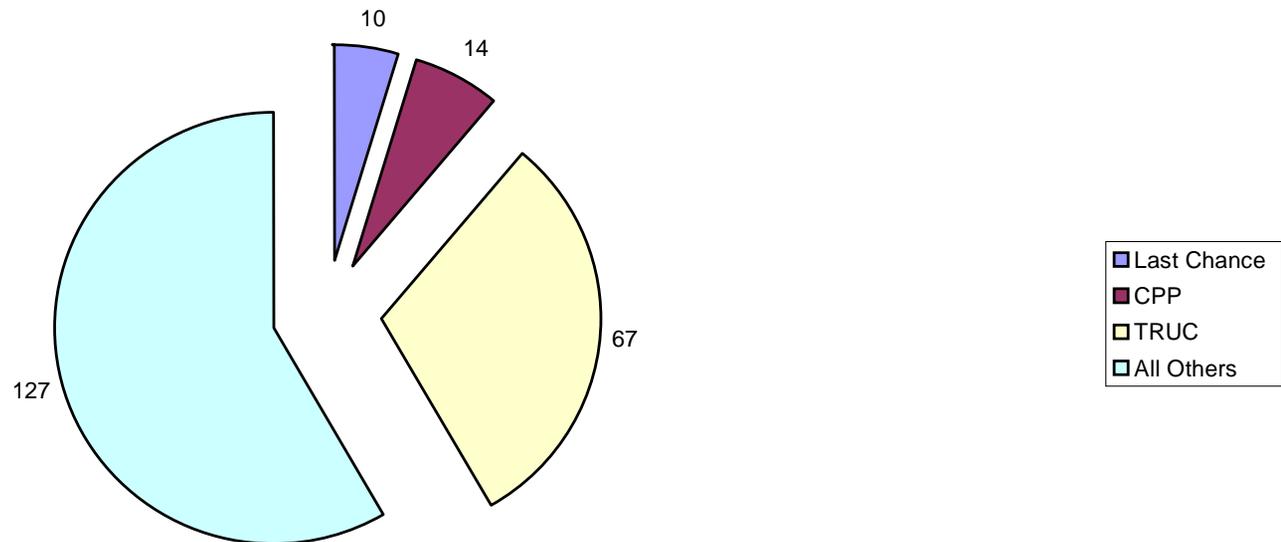
The Field Services Division and its programs continue to evolve with time. The techniques we use for supervision, the tools that assist with that supervision, and the administrative support required to implement these changes, will be focused on in the future.

Techniques used to manage offenders will change during the next biennium. Additional alternatives to incarceration will be developed. The staffs from the Prisons Division and the Field Services Division will work jointly to assign offenders to appropriate programming. The Field Services Division will be managing a 50-bed program in Bismarck for inmates transitioning from prison. They will also be managing, jointly with the State Hospital, a 30-bed, 100-day treatment program for chronic DUI offenders

North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**

Warren Emmer, Director

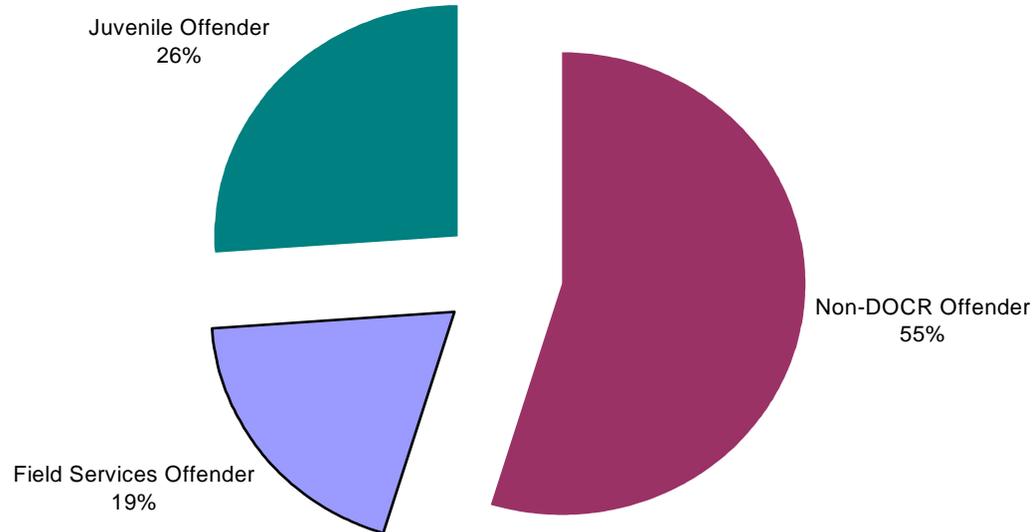
**218 Prison Bed Days Saved through the use of Field Services Division  
Programming**



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

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

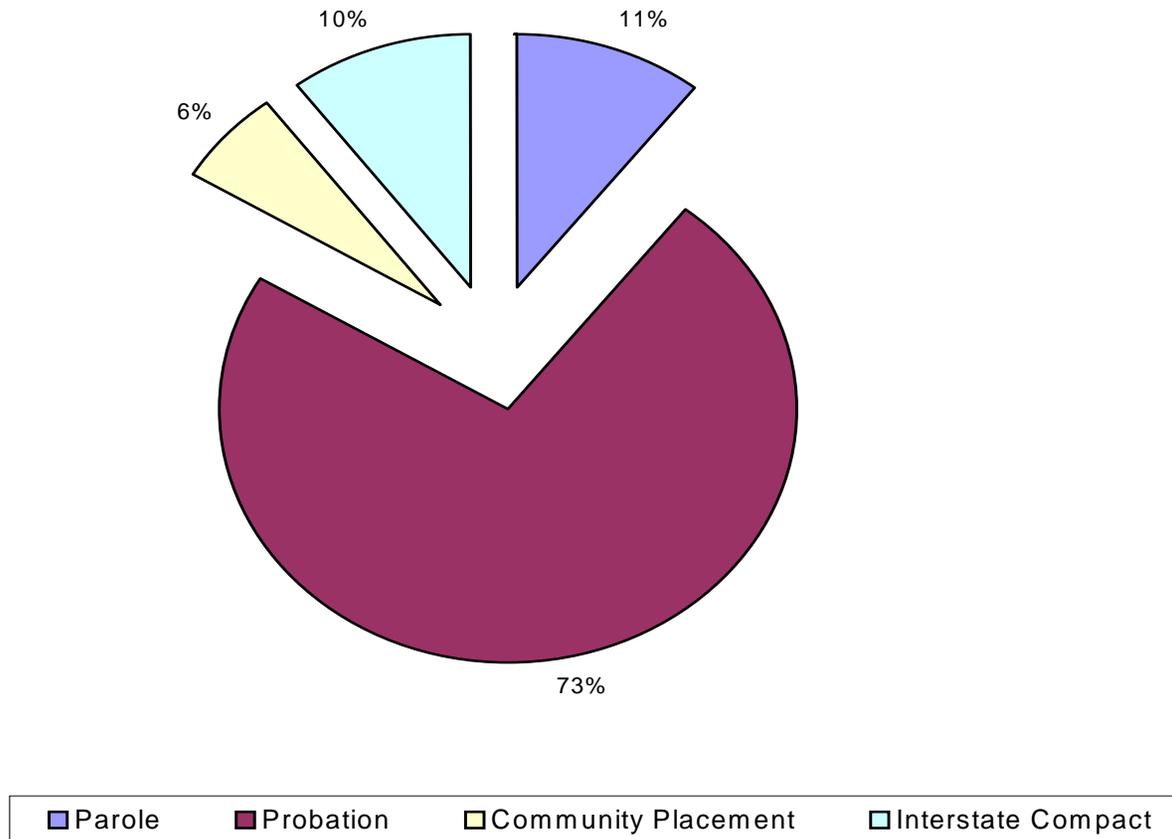


North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**

Warren Emmer, Director

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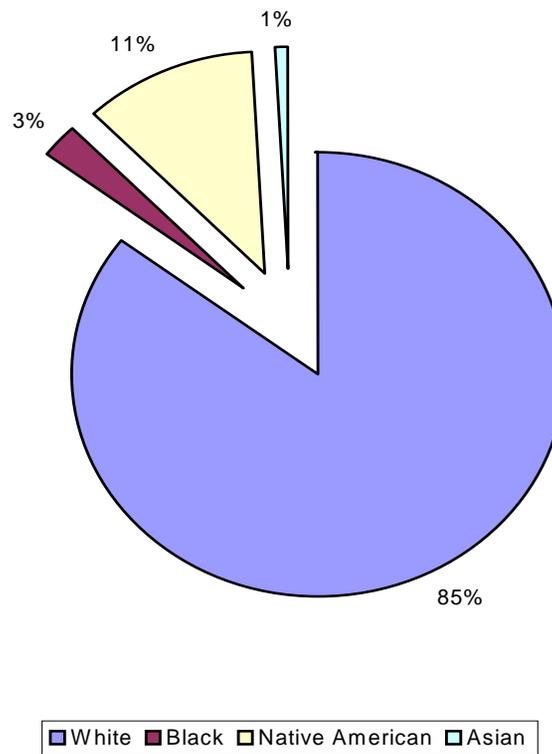
**Entries on Supervision by Supervision Type**



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

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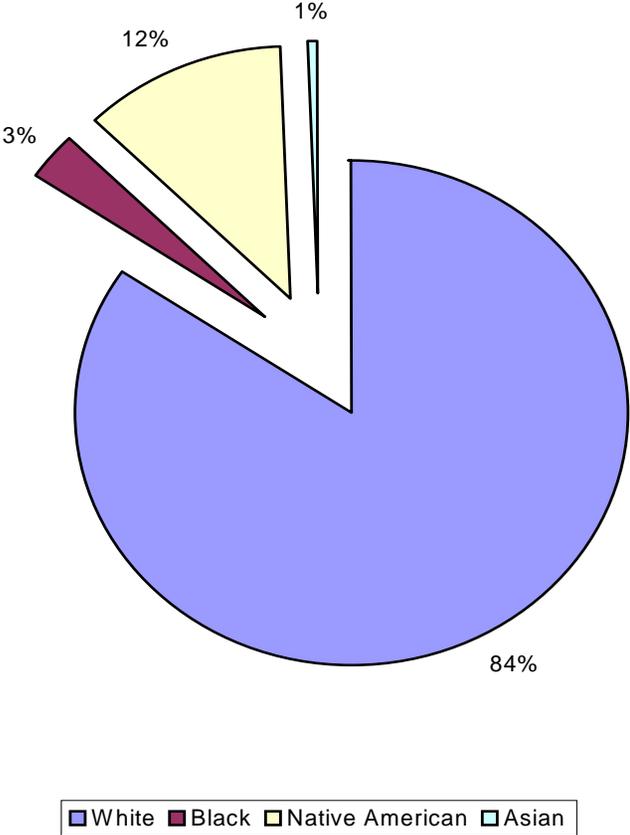
**OFFENDERS BY RACE - One Day 7/1/99**  
Count 3,517



North Dakota Department of Corrections and Rehabilitation  
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Warren Emmer, Director

**OFFENDERS BY RACE - One Day 6/30/01**  
**Count 3,443**

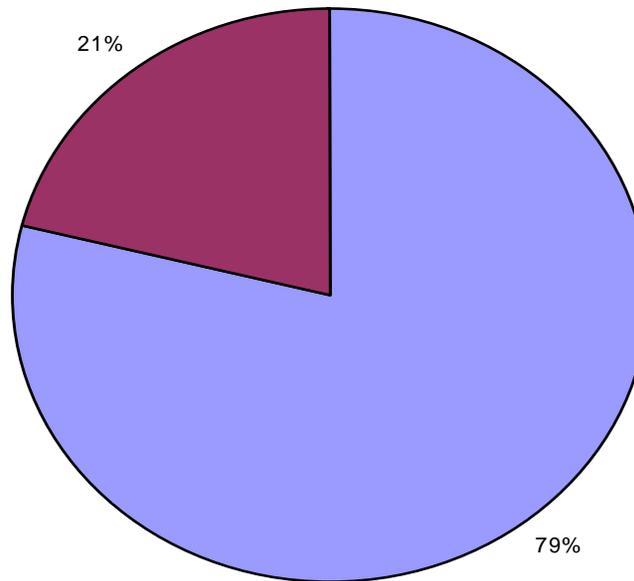


North Dakota Department of Corrections and Rehabilitation  
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**OFFENDERS BY SEX - One Day 7/1/99**  
**Count 3,517**



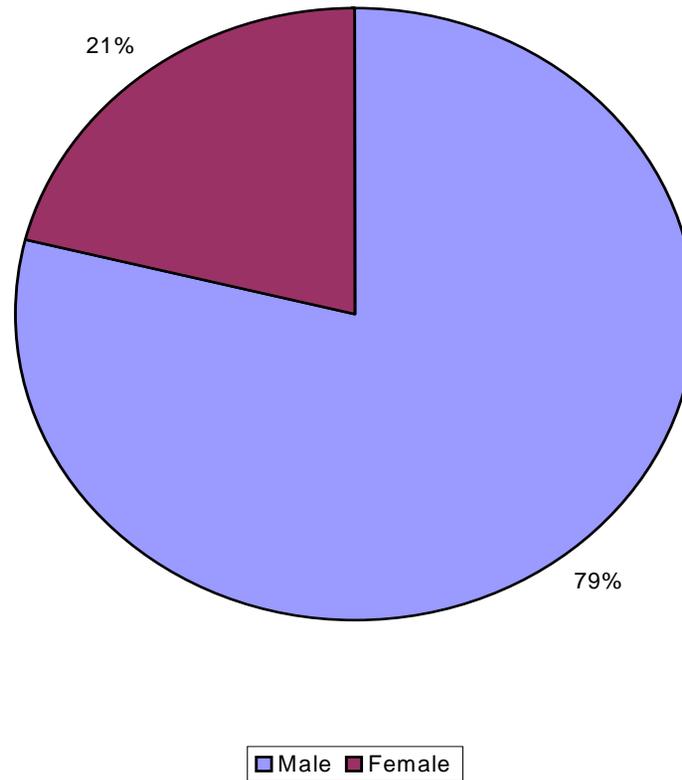
Male Female

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**DOCR FIELD SERVICES DIVISION REPORT**

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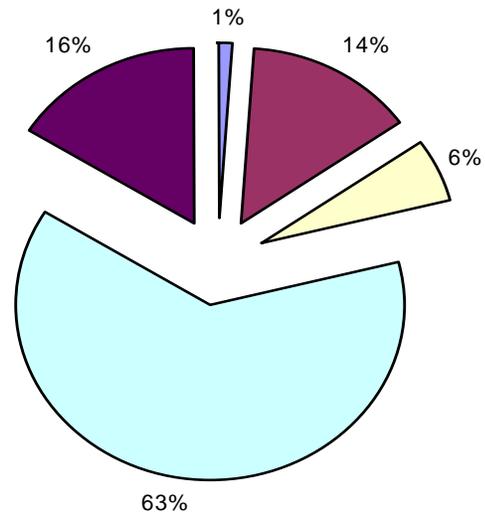
**OFFENDERS BY SEX -One Day 6/30/01**  
**Count 3,443**



North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**  
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**OFFENDERS BY TYPE OF SUPERVISION - One Day Count**  
**7/1/99 (3,517 Total)**

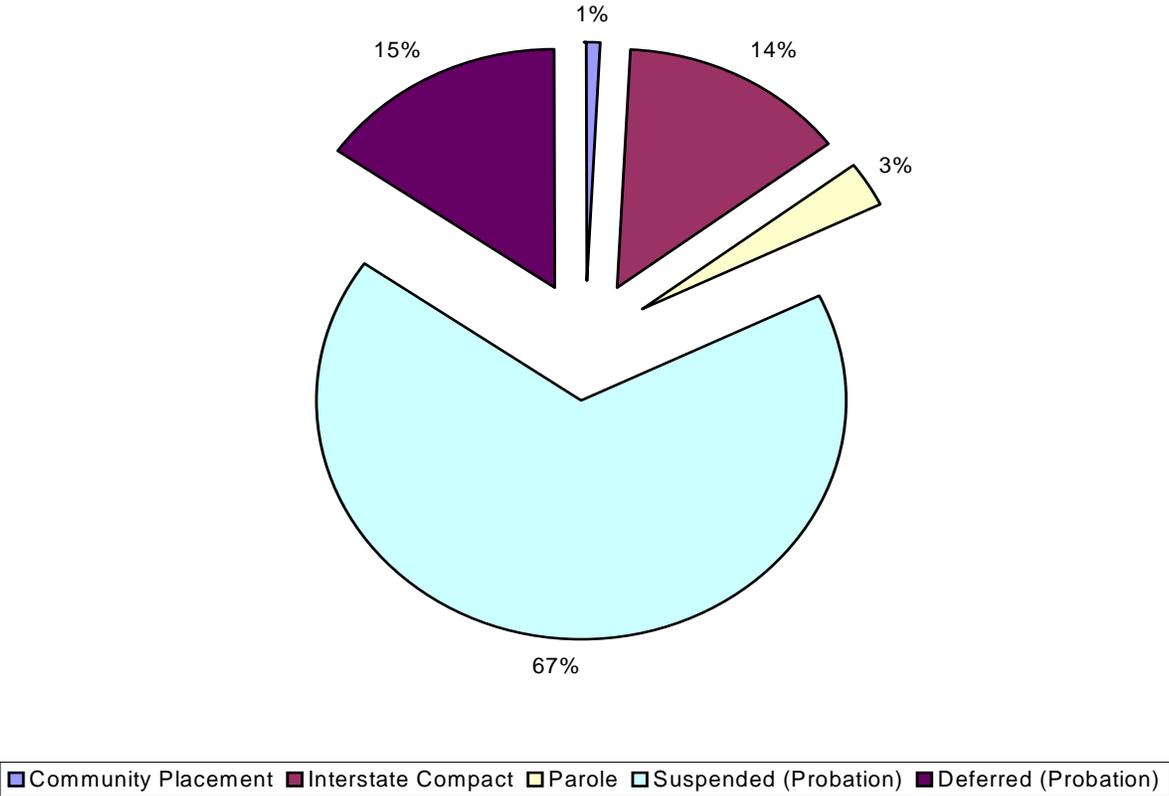


■ Community Placement   ■ Interstate Compact   ■ Parole   ■ Suspended (Probation)   ■ Deferred (Probation)

North Dakota Department of Corrections and Rehabilitation  
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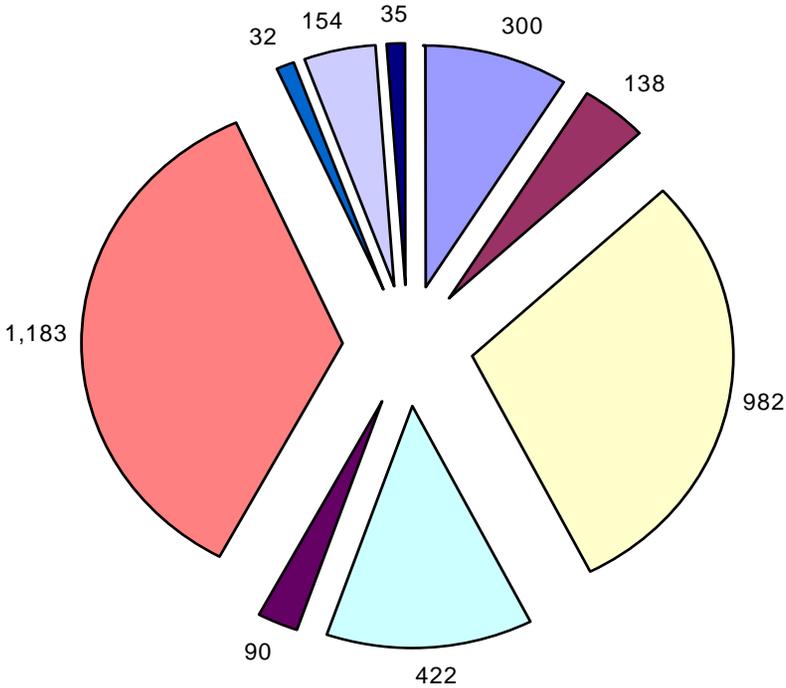
**OFFENDERS BY TYPE OF SUPERVISION - One Day Count  
6/30/01 (3,443 Total)**



North Dakota Department of Corrections and Rehabilitation  
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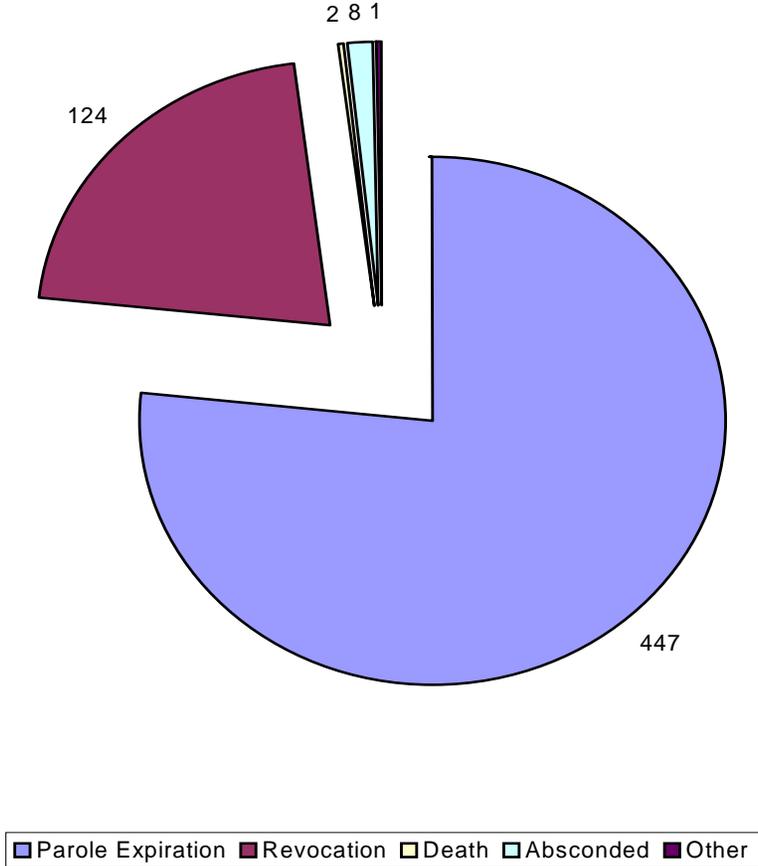
**PROBATION CASES EXITED FROM SUPERVISION - 3,336 Total Cases**



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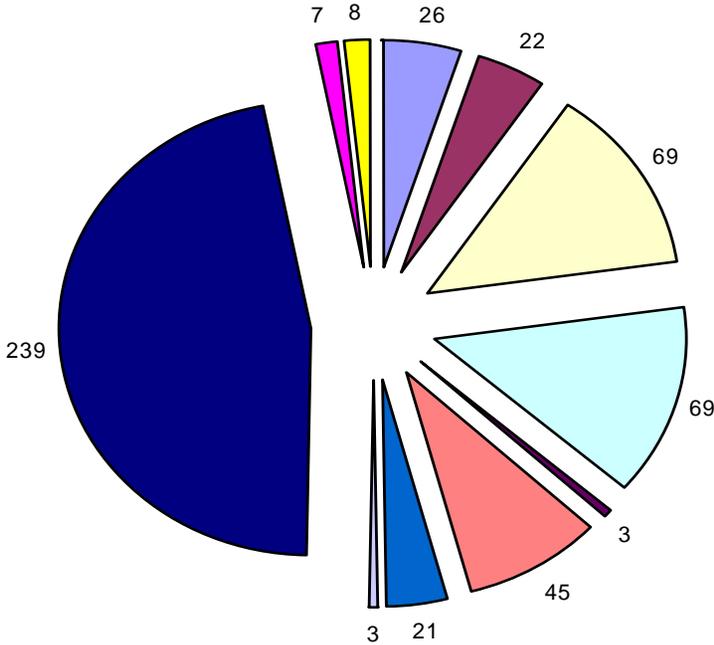
**PAROLE CASES EXITED FROM SUPERVISION - 582 Total Cases**



North Dakota Department of Corrections and Rehabilitation  
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Warren Emmer, Director

**INTERSTATE COMPACT EXITED FROM SUPERVISION - 512 Total Cases**

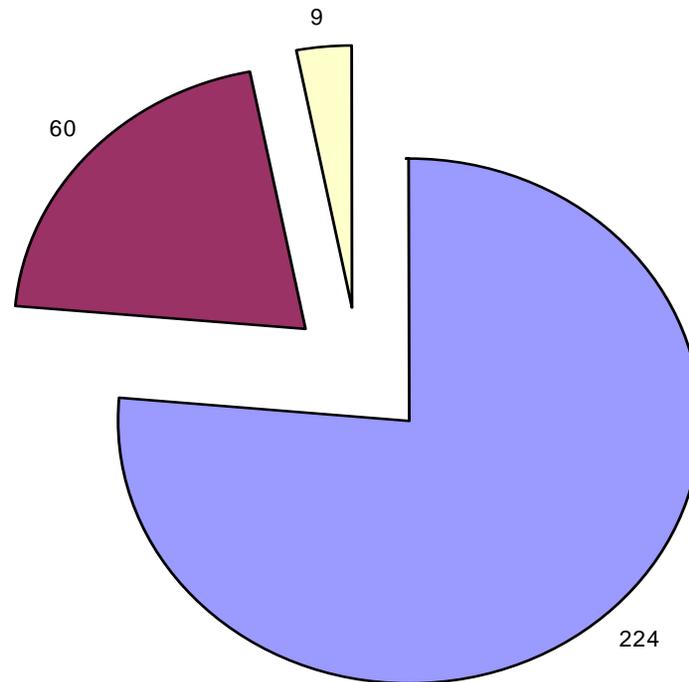


Dismissed Deferred Cases	Terminated Deferred Cases	Expired Suspended Cases	Positive Term Suspended
Negative Term Suspended	Parole Expiration	Revocation	Death
Returned to Sending State	Absconded	Other	

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

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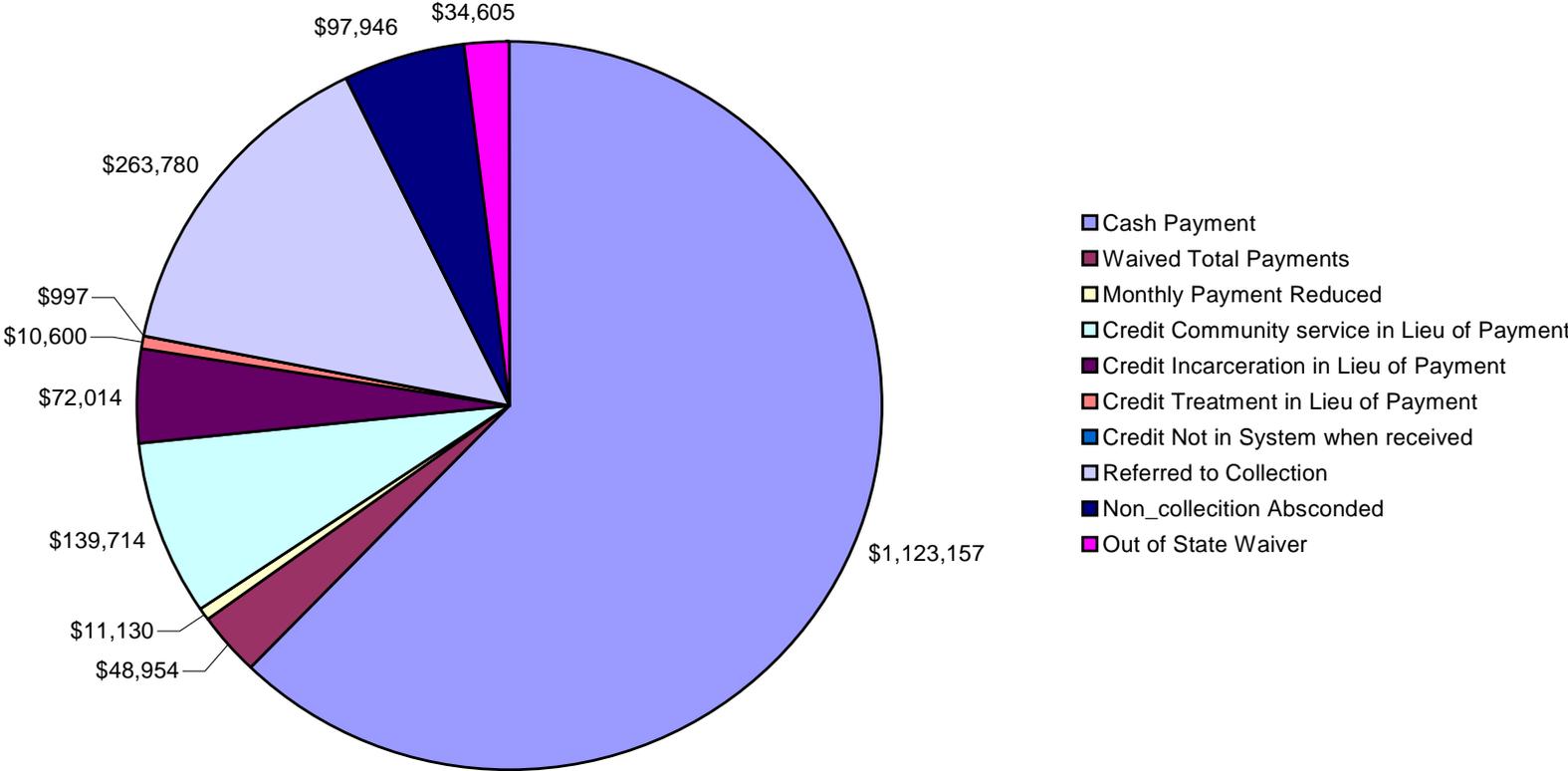
**COMMUNITY PLACEMENT EXITED FROM SUPERVISION -293 Total Cases**



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Warren Emmer, Director

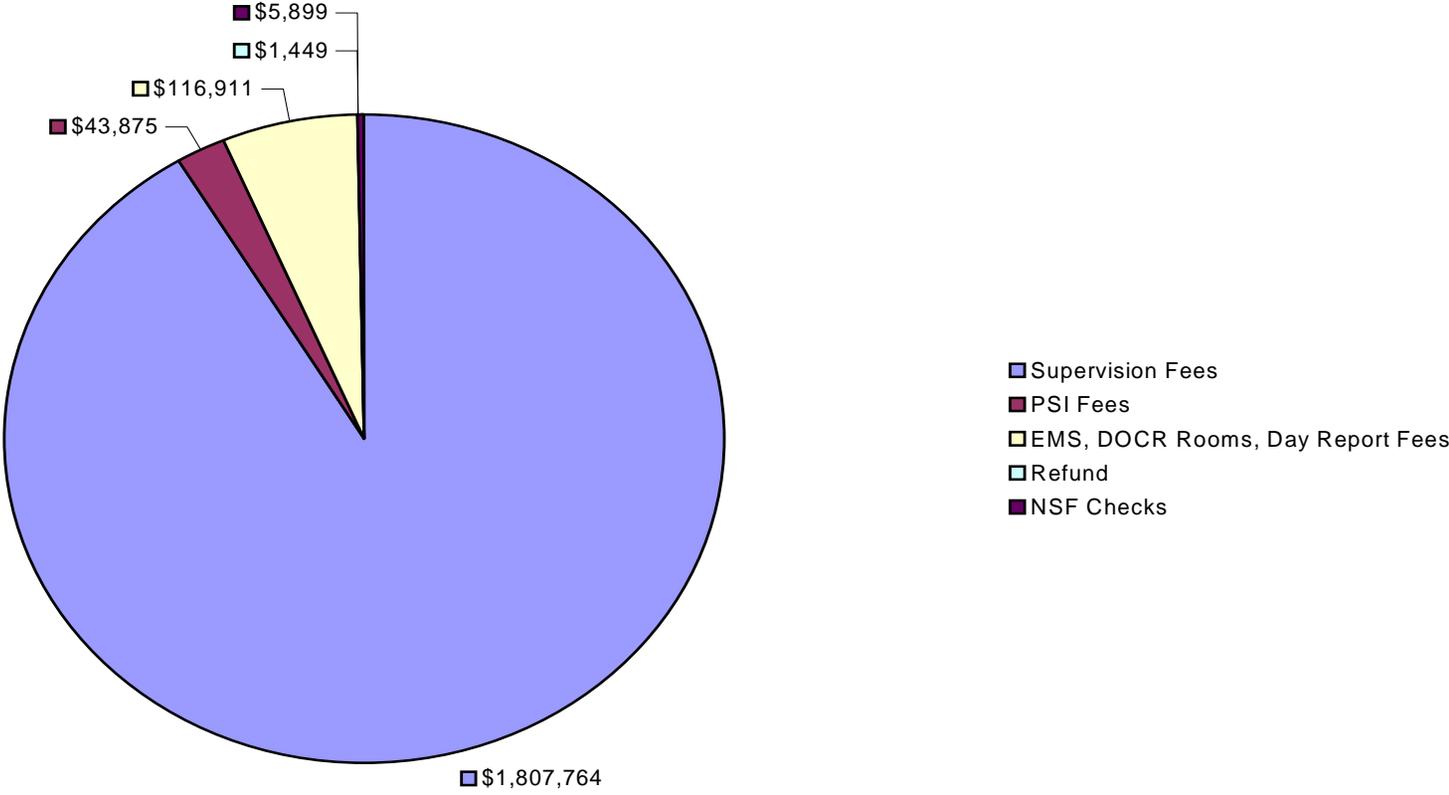
**Supervision Fees**



North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**

Warren Emmer, Director

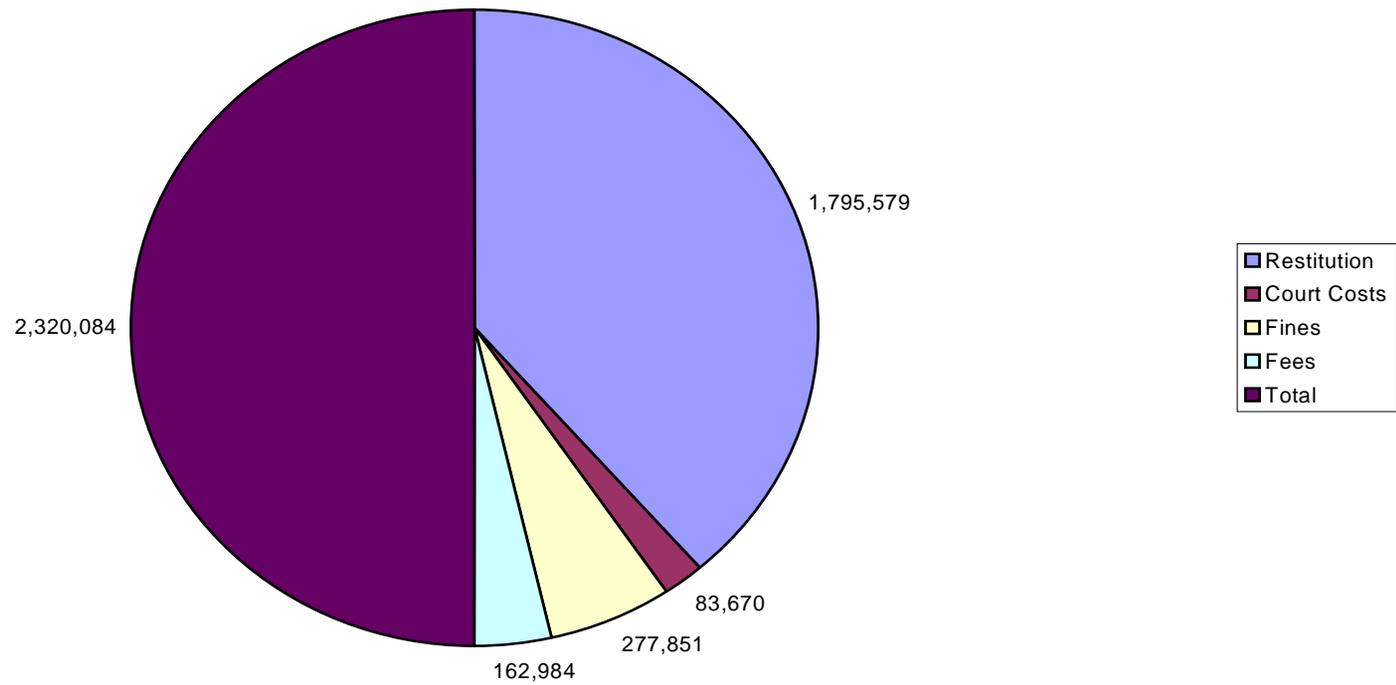
**COMMUNITY CORRECTIONAL PROGRAMMING FEES**



North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**

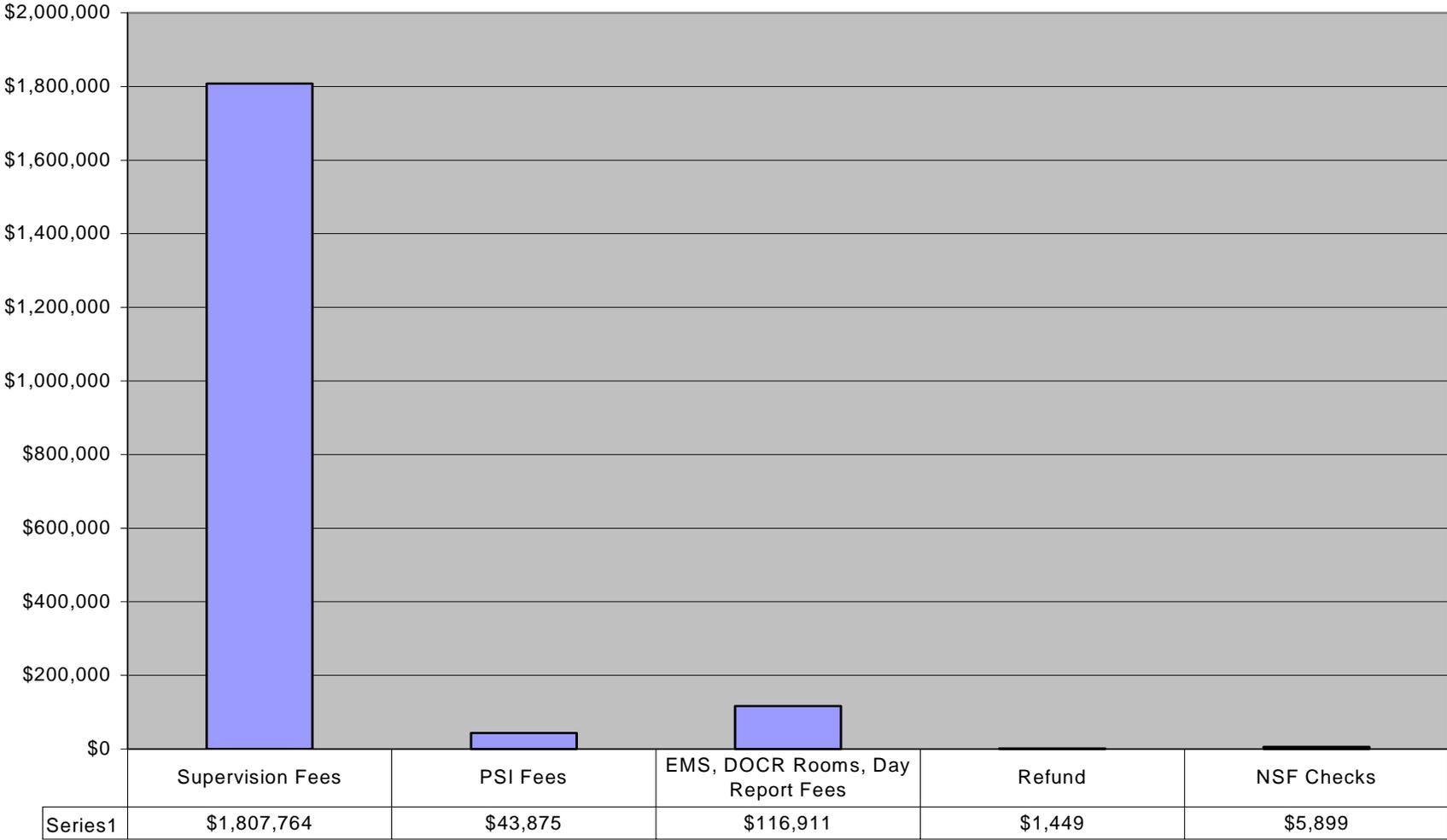
Warren Emmer, Director

**Court Ordered Fiscal Obligations paid on Terminated Cases between 7/1/99 and 6/30/01**



North Dakota Department of Corrections and Rehabilitation  
**DOCR FIELD SERVICES DIVISION REPORT**

Warren Emmer, Director



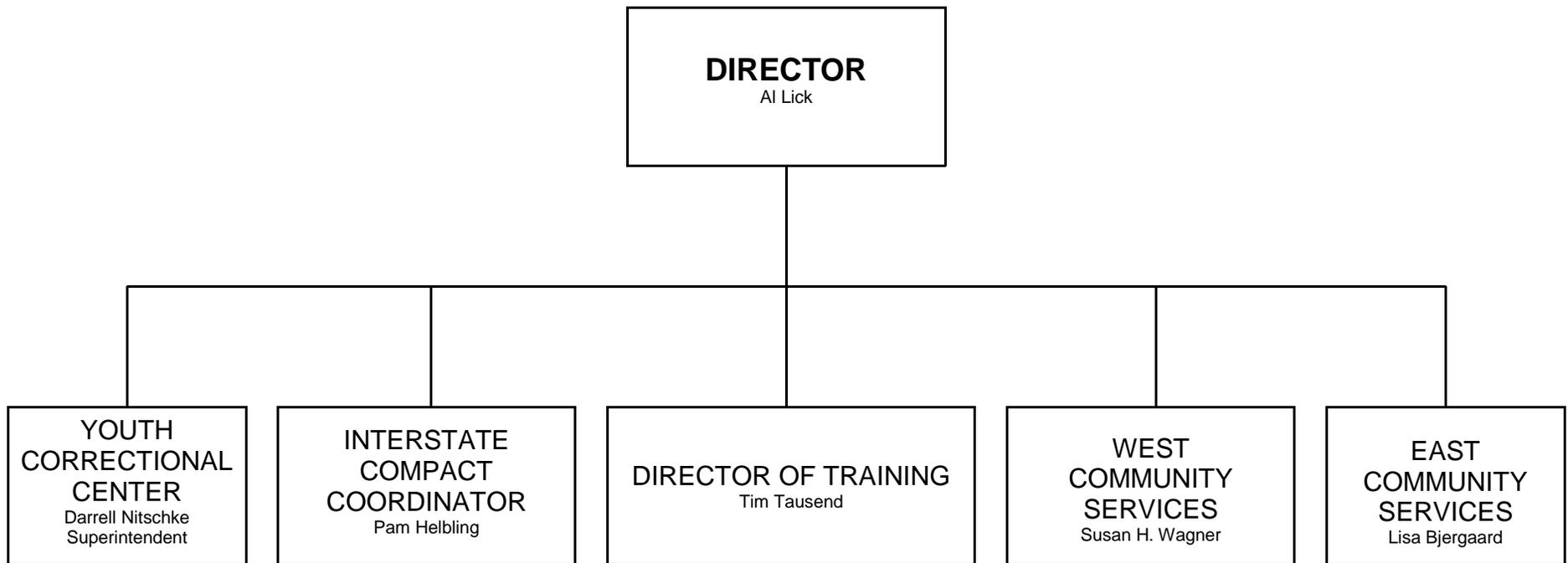


North Dakota Department of Corrections and Rehabilitation  
**DIVISION OF JUVENILE SERVICES**

Al Lick, Director

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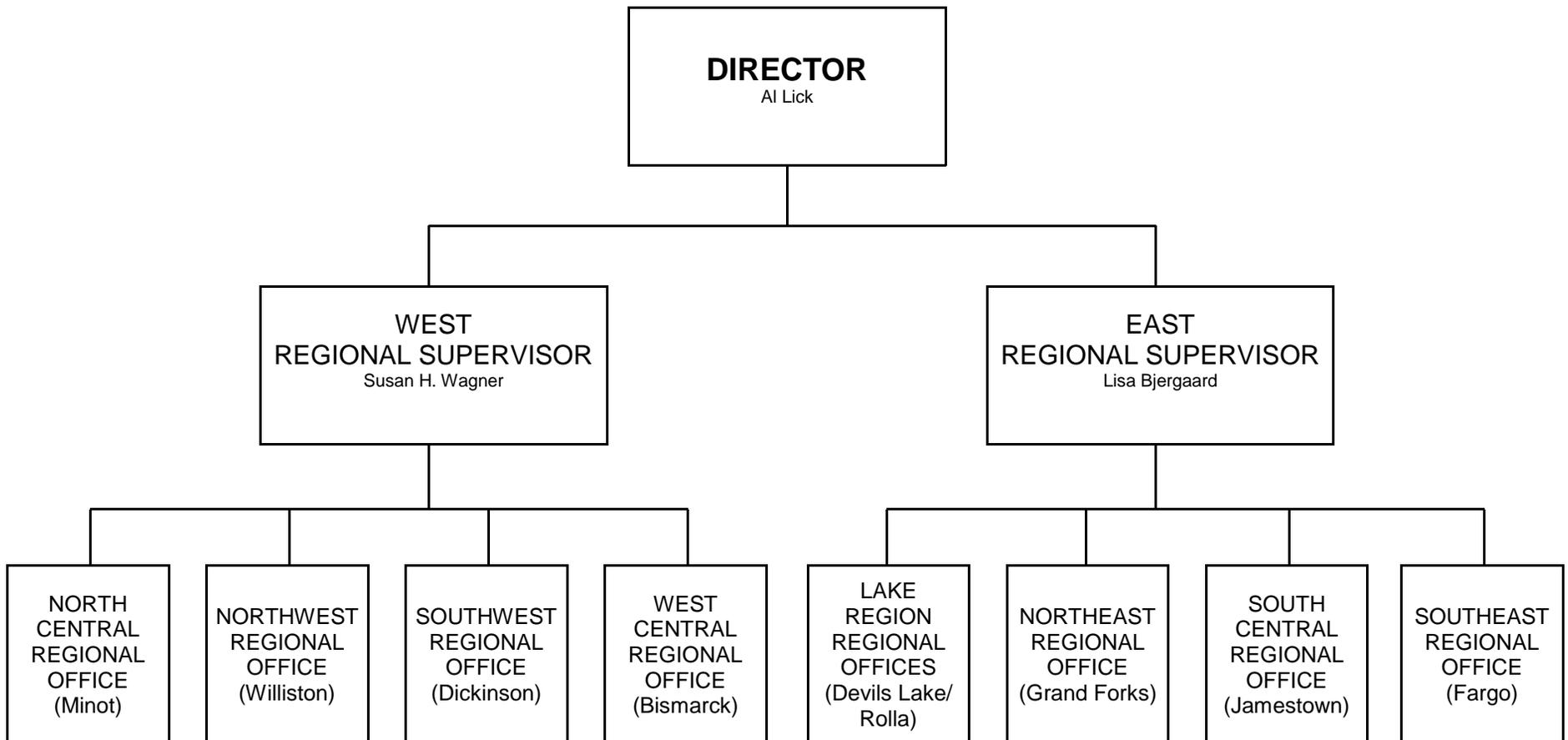
## Division of Juvenile Services



North Dakota Department of Corrections and Rehabilitation  
**DIVISION OF JUVENILE SERVICES**

Al Lick, Director

## Community Services

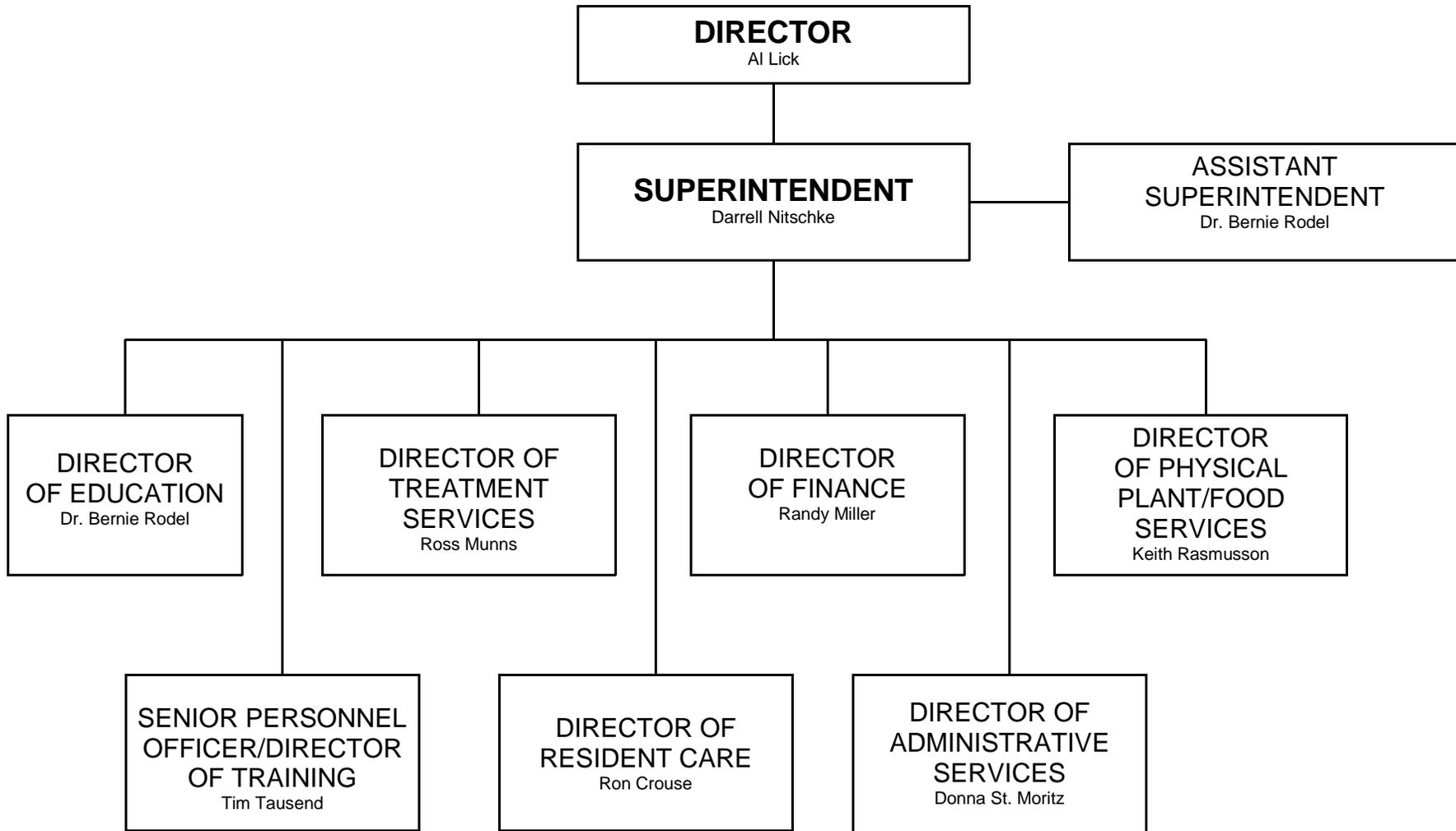


North Dakota Department of Corrections and Rehabilitation  
**DIVISION OF JUVENILE SERVICES**

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

### **Overview**

Historically, children and youth determined to be at-risk, unruly, deprived, or delinquent were provided services by various state, regional, and county agencies. A coordinated and consolidated system to provide a continuum of essential services did not exist. Studies completed in 1986 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 "better" coordinated youth corrections system with uniform philosophy and missions. With the inception of the Division of Juvenile Services (DJS) in July of 1987, the CAAR recommendations were implemented. A phased approach was developed in four regions. In July of 1989, the Division was formally instituted by legislative action. 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, through its eight regional offices, made available a variety of services and placement options for juveniles. Several system-wide planning and assessment tools were implemented to determine appropriate placement and treatment. These include the Treatment and Rehabilitation Plan, Classification and Risk Assessment, and Strategies for Juvenile Supervision (SJS). Each of these instruments contributes to individualizing and defining the treatment needs, legal history, risk to self and others, appropriate placement, and therapeutic approaches indicated for each juvenile.

In response to needs identified by the Division, courts, social services, and counties, several innovative programs have been developed to serve juveniles and their families. Programs have been developed through cooperative partnerships with the Division, Department of Human Services, and the Department of Public Instruction to provide state-of-the-art, cost-effective programming aimed at strengthening families and communities and preventing out-of-home placements. These programs have been paid for with general funds supplemented by federal, local,

and private resources.

The Division operates eight regional offices with an additional satellite office in Belcourt. The regional offices are staffed by Juvenile Corrections Specialists who provide assessment, case management services, and community-based correctional services to juveniles and their families. Corrections specialists work closely with the juvenile courts, providing the court of jurisdiction with treatment plans and quarterly reports to document the status and progress of each case. Corrections specialists work closely with public and private agencies, schools, and placement agencies to arrange for services identified in the juveniles treatment plan. These services are coordinated on an ongoing basis to ensure that, at all times, the needs of the juvenile are being met in the least restrictive, most appropriate environment. Juveniles meet with the Corrections specialist assigned to their case at least once a month or more often depending on their individual needs for supervision. Corrections specialists work cooperatively with law enforcement in the apprehension of absconding juveniles as

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well as other law-related matters.

In addition to the oversight of the eight 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, helping them to lead more responsible lives. Over the years, the treatment modality has evolved to meet the needs of the juveniles as well as to ensure public safety.

The majority of juveniles residing at NDYCC are referred by DJS Corrections Specialists. Other referrals are made by the juvenile courts, tribal authorities, and the Bureau of Prisons. NDYCC also serves as a state-wide detention facility. Juveniles placed at NDYCC receive evaluation as well as treatment services depending on their individual needs. The facility operates four cottages that are staffed by a Cottage Director and a team of

counselors who are responsible for the behavior management, treatment, and activities for the juveniles. A fully-accredited education department provides a middle/high school as well as GED program and testing site. A newly renovated gymnasium is used extensively by the students, staff, and community groups. The dining hall is used as a multi-purpose facility for dining, meetings, training, and social functions. A chapel is available for religious services.

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 ac-

cessed in the community when the needs of the juvenile require another level of intervention.

## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

Al Lick, Director

### ***Mission***

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

### ***Operational Summary***

Community Services operates within the Division of Juvenile Services (DJS) and provides intensive case management for juveniles committed to DJS care, custody, and control. District courts can transfer legal custody to DJS as a disposition option. In cooperation with the Juvenile Courts, Department of Human Services, North Dakota Association of Counties, and the Department of Public Instruction, Community Services has developed a continuum of care that provides an array

of placement options and programs for adjudicated juveniles. This system of care operates under the philosophy that services should be provided in the least restrictive environment consistent with the practice of assuring the safety of society and the well being of the juvenile.

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

The corrections specialist meets with the juvenile and parents/guardian immediately after the hearing. During the initial meeting, the corrections specialist explains the Division of Juvenile Services' methods of operation and answers any questions the family might have. The corrections specialist prepares an admissions record, a client information form, and any Releases of Information that might be necessary for gathering a treatment history. The corrections specialist conducts a Strategies for Juvenile Supervision (SJS) interview either follow-

ing this initial meeting, or at the next scheduled appointment. SJS is a classification technique for case planning which includes a format for establishing goals and objectives and specific supervision techniques.

Because the SJS interview provides valuable history and insight, as well as the groundwork for case planning, it is important to complete the SJS as soon as possible after admission.

A Treatment and Rehabilitation Plan (T&R) authorized by North Dakota Century Code Chapter 54-23.3, 27-20, and 27-21 is developed within 60 days. The corrections specialist, juvenile, and (whenever appropriate) the parent jointly develop a T&R Plan that includes a comprehensive examination of the following:

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

## DIVISION OF JUVENILE SERVICES/COMMUNITY SERVICES

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

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

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

Case management is the endeavor of pulling together relevant information, examining risk and classification measure-

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

### ***Continuum of Care***

In order to individualize treatment planning, it is critical that corrections specialists have a range of services from which to choose. DJS, together with other state agencies, private providers, and local entities have collaborated time, talent, and funding in order to build a basic continuum. These collaborative efforts cannot be underestimated in their significance to the system as a whole, and they require ongoing effort and review.

DJS, as a division of the Department of

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

Foster care dollars are thereby maximized by allowing as many juveniles as possible to be qualified for federal reimbursement funds.

In the thirteen years that this system has been in place, North Dakota has saved literally millions of general fund dollars that would have otherwise been spent on foster care.

### ***Personnel and Training***

Professional staff includes 20 FTE correc-

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tions specialists and 8.25 FTE administrative assistant support staff which are assigned to nine regional offices. Three administrative staff members support this professional complement. Daily operations are overseen by two regional managers who are also responsible for conducting annual site audits and performance evaluations in each regional office.

DJS continues to place a heavy emphasis on staff training. New staff members complete 40 hours of supervised training in community case management prior to assuming direct responsibility for cases. Corrections specialists are trained to conduct and score Strategies for Juvenile Supervision interviews. Corrections specialists and administrative assistants receive training in CCWIPS, Comprehensive Child Welfare Information and Payment System, in accordance with the Department of Human Services expectations regarding information on those juveniles in foster care.

In order to maintain professional quality, DJS provides ongoing staff training. Three-day training sessions are held on a regular basis throughout the year and corrections specialists and Youth Correctional Center staff are required to attend.

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

Six such training sessions were held during the past biennium, and presentations included substance abuse prevention, court testimony, suicide prevention, working with resistant families, proper use of electronic monitoring, restorative justice and reintegration conferencing, risk management annual update, legal issues, and new legislation.

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

Regional managers have completed a 10 day Correctional Leadership Development seminar which is sponsored by the National Institute of Corrections and the Office of Juvenile Justice and Delinquency Prevention.

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**

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

*Juvenile Risk Validation Study:* In 1995 a study, validating the risk assessment instrument currently used to make placement decisions for committed juveniles was completed. The results indicated that 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 ju-

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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 most recent review of statistics indicates the rate to be 9.5% for juveniles tracked from 7/1/97 to 6/30/98 and 17% for juveniles tracked from 7/1/98 to 6/30/99. The combined average rate of recidivism is 13.3%. The recidivism rate for North Dakota is the lowest of any state for which similar data are available.

This study was designed to:

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

The study continues to provide valuable data in that it answers questions about placement decisions, especially noting

that race is not a factor in determining placement and assesses changes in the types of juveniles committed and released from the Division of Juvenile Services.

*Partnership Efforts:* DJS remains committed to cooperative efforts with other agencies. These efforts continue to make available several programs for youth and families.

- **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. Funding is primarily provided by 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. The program has been popular with families and the success ratio, as measured by preventing future out-of-home placements or involvement with the juvenile justice system, has been well above 80 percent. Programs have been expanded to include 7 regions of the

state, either through Human Service Centers or through contracts with private providers.

- **Tracking:** Tracking programs provide trained paraprofessional staff who, through frequent contacts with juveniles, provide positive role models, advocacy, resources, and supervision. The tracker has been available to the juvenile court, county social services, and DJS corrections specialists as a prevention resource and as an added layer of aftercare for juveniles who are transitioning back into the community. The tracking program is contracted to a private provider who recruits, trains, and supervises personnel. This program is available statewide.

Intensive tracking continues to be a valuable service in maintaining juveniles in their homes as well as assisting in the reintegration to home and community. Services became available statewide during the 1995 -1997 biennium. This resulted in the expanded use of the service in that intensive trackers are used more often

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in certain regions of the state, when juveniles are awaiting out-of-home placement and/or a court hearing on pending charges. During the biennium, 62% of those served were maintained in their home. The most commonly used services provided by intensive trackers include performing drug screens, monitoring home detention, and monitoring those youth on electronic monitoring devices. As an average, juveniles received 50 hours of service at a cost of \$16 per hour. Placement in foster care costs vary from \$69 - \$212 per day and detention costs average \$120 per day.

**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, 9 sites served 372 juveniles.

- **Diversified Occupations:** Designed

after the Training Occupation Planning Program (TOP) at the Youth Correctional Center, Diversified Occupations (DO) is a vocational educational program which combines education, vocational training, and work experience. The program is cooperatively funded by each school district with vocational education funds and matched by DJS general funds. DO is currently located in 10 sites across the state.

- **Statewide Detention Support Services:** The purpose of this program is to provide financial incentives for the development and use of the least restrictive care alternatives for juvenile offenders. As a participant in the OJJDP Act, North Dakota continues to maintain a low number of juveniles held in adult jails. The statewide detention support services consist of three primary components.
  - A. **Attendant Care-**The constant and direct supervision of juveniles in an unsecured setting.
  - B. **Detention-**The supervision of a juvenile within the secure setting of a facility designated by the state jail inspector as a juvenile detention

center.

- C. **Transportation-**Transportation to either attendant care or detention of a juvenile who has been identified as appropriate for either of the supervision settings. DJS and the North Dakota Association of Counties which coordinates the program, have provided training and administrative support reimbursement. There are 14 attendant

### ***Biennium in Review/ Future Developments***

care sites and five detention sites in North Dakota.

The 1999 - 2001 biennium was notable for the following developments:

- To implement the Restorative Justice Program statewide, the Division has contracted with a private provider to recruit, train, and supervise staff to provide the 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 com-

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munity. It emphasizes the ways in which crime hurts the relationships between people who live in a community. Participating in this program can enhance the overall rehabilitative process for juveniles in that they have the opportunity to meet fact to face with the victims of their crimes to take responsibility and make amends.

- 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. During the last biennium, all staff were trained in the concepts of EQUIP. EQUIP has been adapted to serve juveniles at NDYCC and in the community.
- ACA accreditation has been maintained. This requires that compliance to each standard can be documented for every year.
- Case management staff 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.

- A highlight of the past biennium was the re-classification of staff positions. The primary thrust behind this effort was to more accurately describe the uniqueness of the duties and responsibilities of the juvenile corrections specialist as compared to other case managers in the state classification system. Senior Corrections Specialist positions were written into this reclassification. This Senior level was more fully developed this biennium and a Senior Corrections Specialist is now in place in each half of the state.
- A decision was made the past biennium to develop a uniform database for the Division. This system, TAG, became operational mid-November 1999 and provides a link between community and NDYCC staff. It allows the Division to gather statistical information as well. Ongoing statistical analysis of the information will occur as we become more familiar with the system. The sys-

tem is scheduled to receive upgrades that will make it even more useful.

- With the advent of the federal legislation governing the Adoption and Safe Families Act (ASFA), the Division prepared for implementation of the requirements by August 1, 1999. Staff work closely with the juvenile courts and regional supervisors at the human service centers to be in compliance. DJS staff in 3 regions of the state will participate in a federal review of ASFA in September 2001.
- DJS has been involved in the effort in North Dakota to provide wraparound services to juveniles with serious mental health problems and their families since 1994. Custodial care coordinators are out posted in the Bismarck and Fargo regional offices. DJS continues to participate in efforts to sustain services developed with federal dollars from the Center for Mental Health Services in 1994. DJS is also an important partner in the statewide effort to participate in a Medicaid Waiver to provide services to children with serious mental health

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problems and their families.

- **Strategic Planning**

The Division conducted its first Strategic Planning session in April 1998. Division staff and outside agency partners spent considerable time exploring strengths and challenges, external and internal perceptions of the Division, core functions and issues, and developed 5 major goals.

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

1. To provide an efficient and effective system of care for troubled adolescents in juvenile corrections that responds to ND's changing demographics.
2. Kids who present complex co-occurring conditions will receive appropriate treatment in a timely manner.
3. DJS and other ND service providers will offer assistance to each reservation to develop their own

effective system of care for youth and their families.

4. DJS will maintain a well-trained, highly qualified staff to provide quality services to clients and families based on professional development opportunities and a wage commensurate with fair market value.
5. DJS will systemically provide creative progressive services that meet the diverse needs of youth, families, and communities.

- **Day Report Center**

The Division contracted with Lutheran Social Services to develop and operate a Day Report Center in Grand Forks in August 2000.

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

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

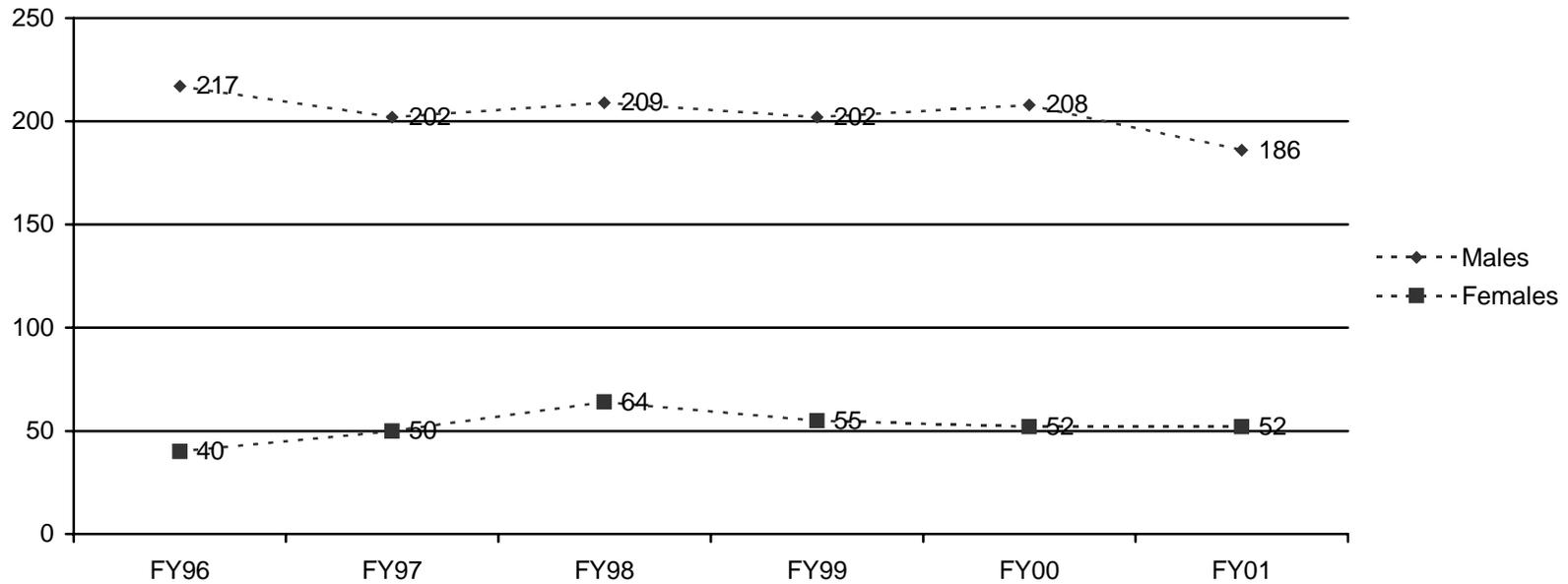
- **Wraparound**

The Division has worked closely with the Department of Human Services since the inception of the North Dakota partnership Program in 1994. Over the past 7 years, DJS has maintained a care coordinator in 2 of the regional offices and continues its involvement in the ongoing efforts to sustain services to youth with serious emotional health issues and their families. DJS will participate in the training and certification of staff to insure quality wraparound services to juveniles and their families.

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## New Commitment Trends

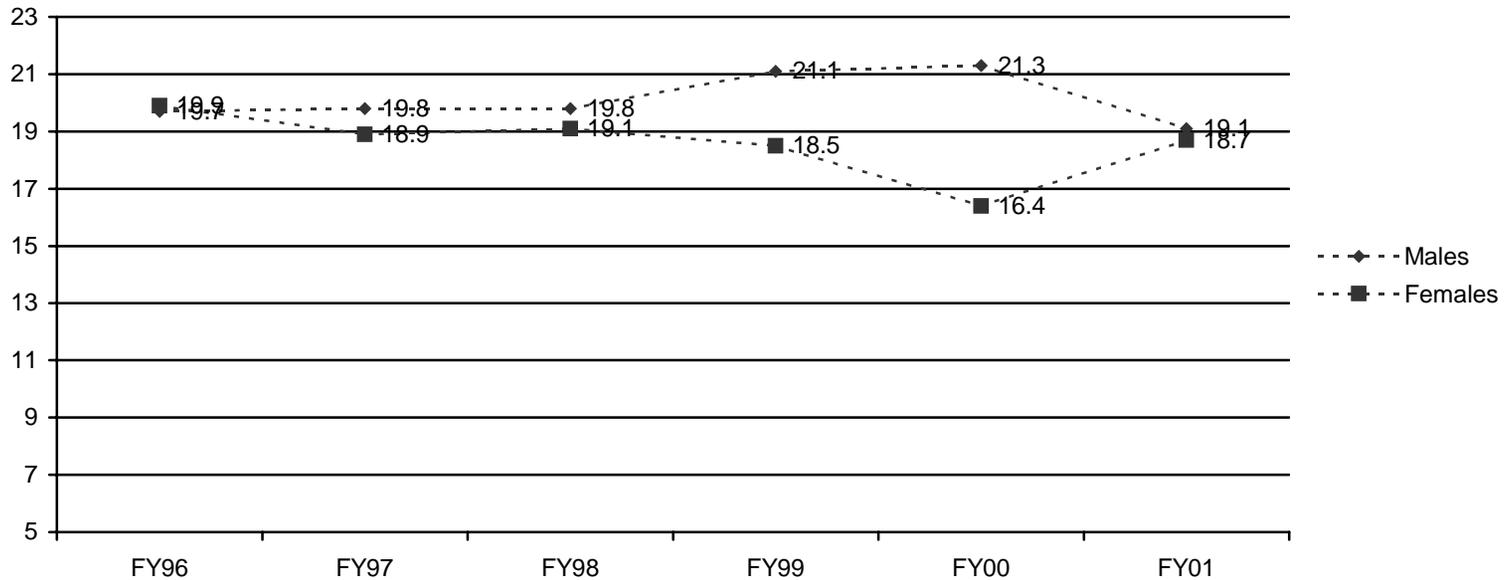


NUMBER OF NEW COMMITMENTS BY GENDER						
	FY96	FY97	FY98	FY99	FY00	FY01
<b>Males</b>	217	202	209	202	208	186
<b>Females</b>	40	50	64	55	52	52
<b>TOTAL</b>	<b>257</b>	<b>252</b>	<b>273</b>	<b>257</b>	<b>260</b>	<b>238</b>

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## Average Length of Commitment by Gender (Months)



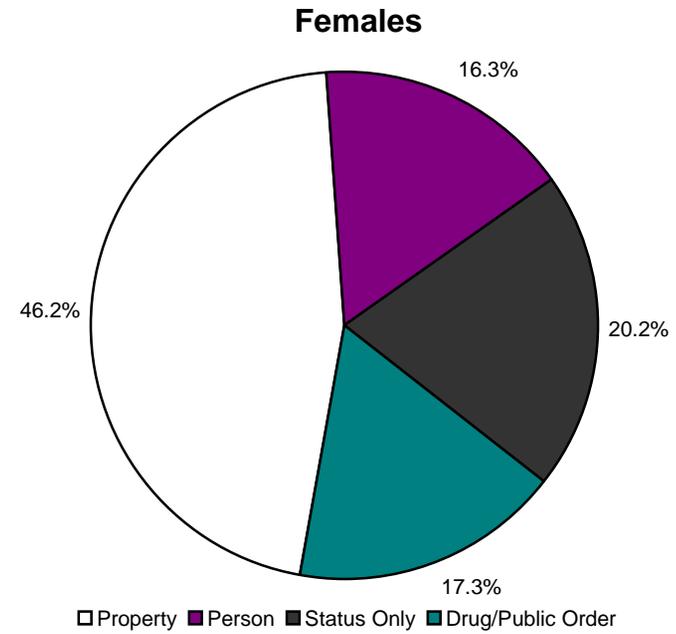
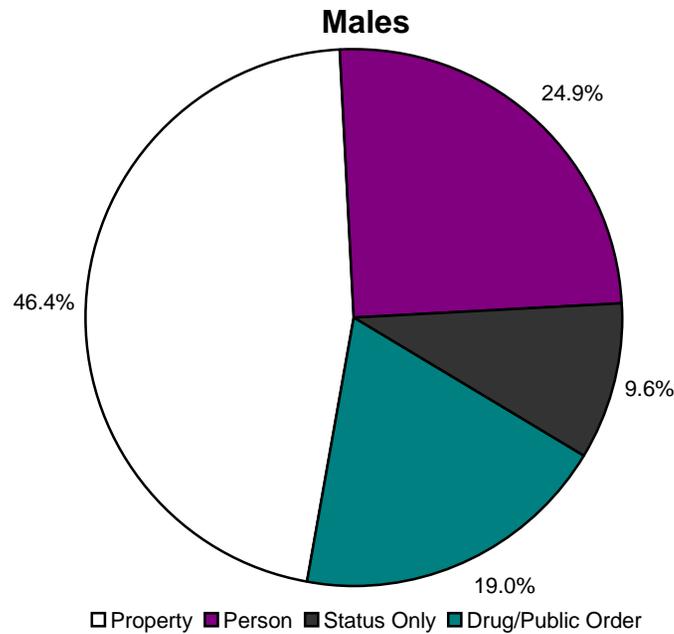
<b>AVERAGE LENGTH OF COMMITMENTS BY GENDER**</b>						
	FY96	FY97	FY98	FY99	FY00	FY01
<b>Males</b>	19.7	19.8	19.8	21.1	21.3	19.1
<b>Females</b>	19.9	18.9	19.1	18.5	16.4	18.7
<b>TOTAL</b>	<b>19.7</b>	<b>19.6</b>	<b>19.7</b>	<b>20.6</b>	<b>20.1</b>	<b>19.0</b>

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

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## New Commitments by Offense Category

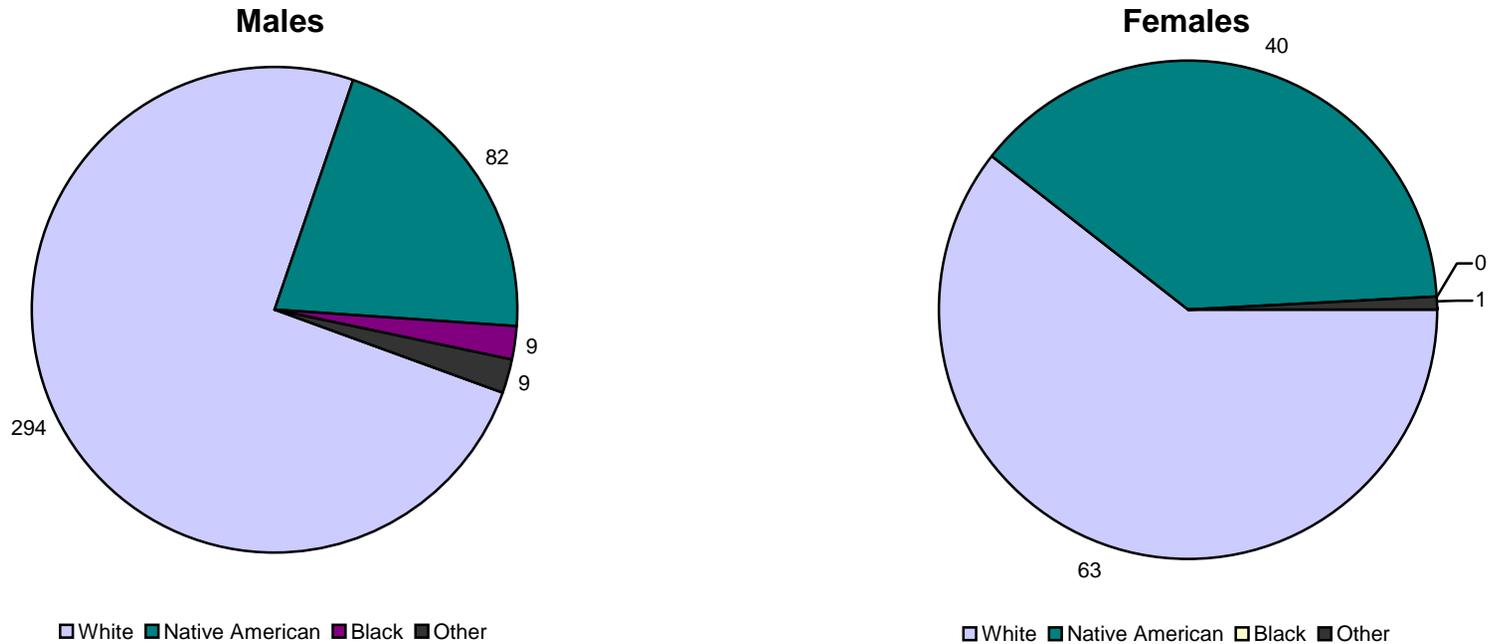


Category	Number of Commits**		Percent of Total	
	Males	Females	Males	Females
PERSON	98	17	24.9%	16.3%
PROPERTY	183	48	46.4%	46.2%
DRUG/PUB.ORDER	75	18	19.0%	17.3%
STATUS ONLY	38	21	9.7%	20.2%
<b>TOTALS</b>	<b>394</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>

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## New Commitment Trends by Race

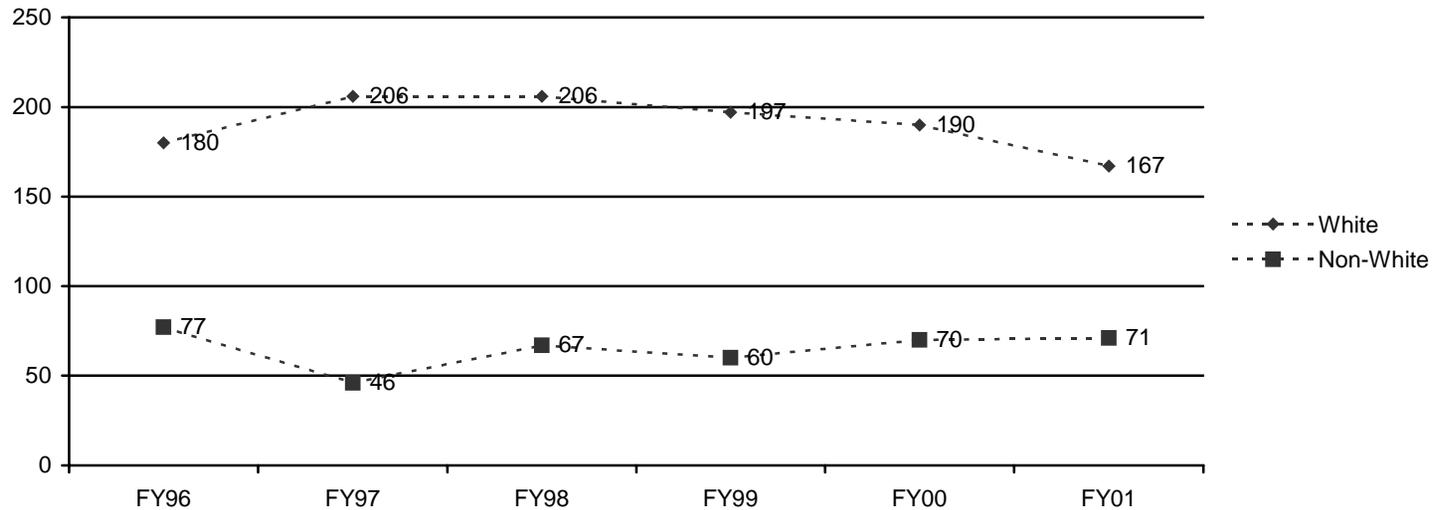


	Other	Black	Native American	White	% Non-White
Males	9	9	82	294	25.4%
Females	1	0	40	63	39.4%
<b>TOTAL</b>	<b>10</b>	<b>9</b>	<b>122</b>	<b>357</b>	<b>28.3%</b>

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## New Commitment Trends by Race by Fiscal Year

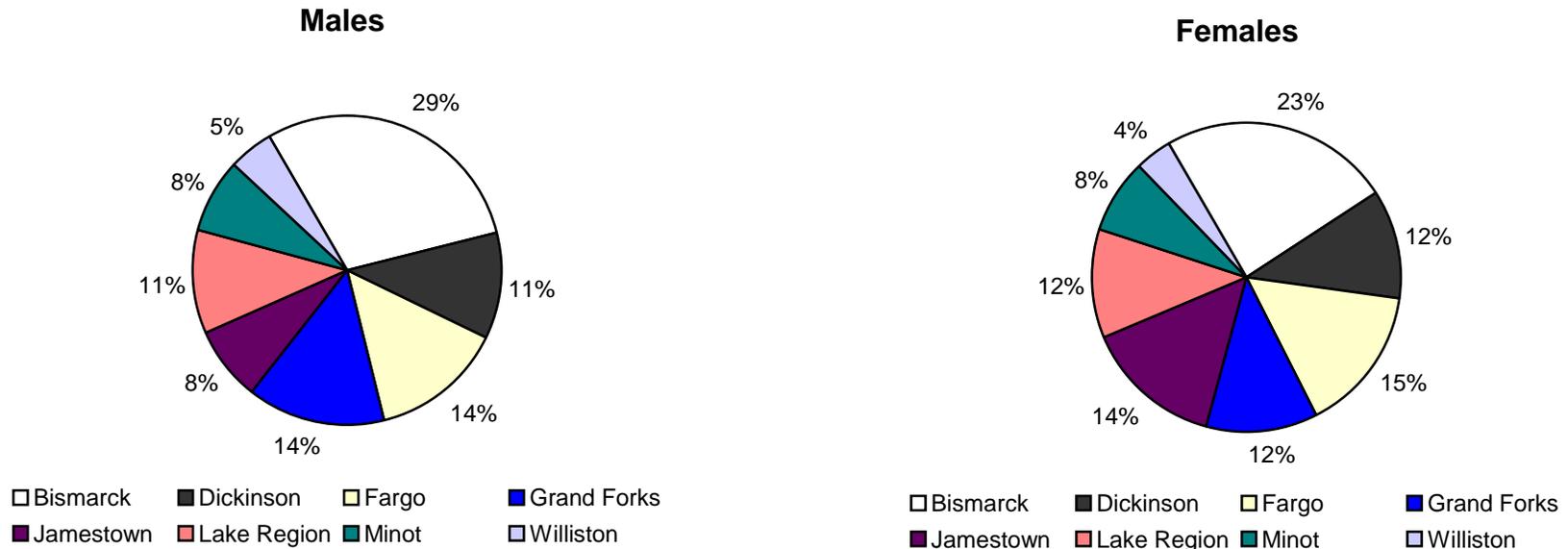


	Other	Black	Native American	White	% Non-White
<b>FY96</b>	1	12	64	180	30.0%
<b>FY97</b>	0	3	43	206	17.9%
<b>FY98</b>	1	8	58	206	24.5%
<b>FY99</b>	1	4	55	197	23.3%
<b>FY00</b>	6	5	59	190	26.9%
<b>FY01</b>	4	4	63	167	29.8%

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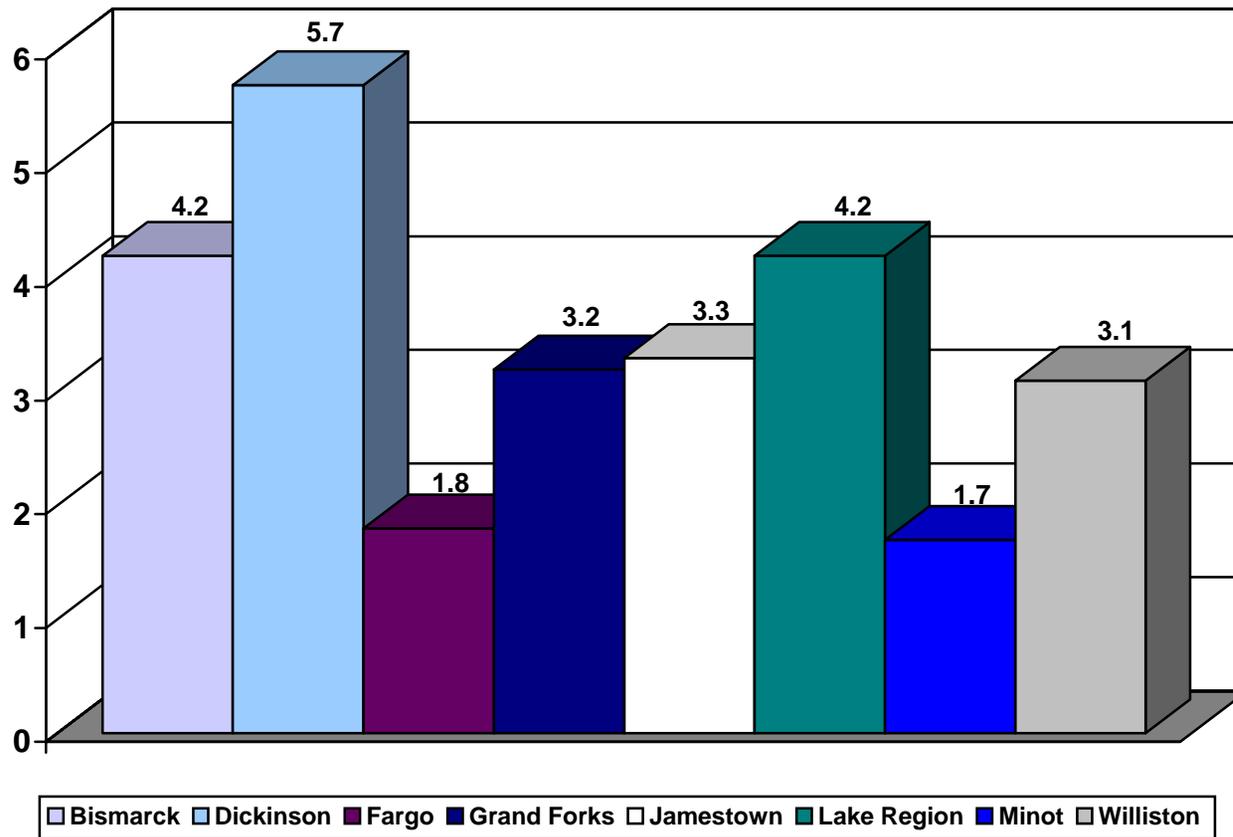
## New Commitments by Region



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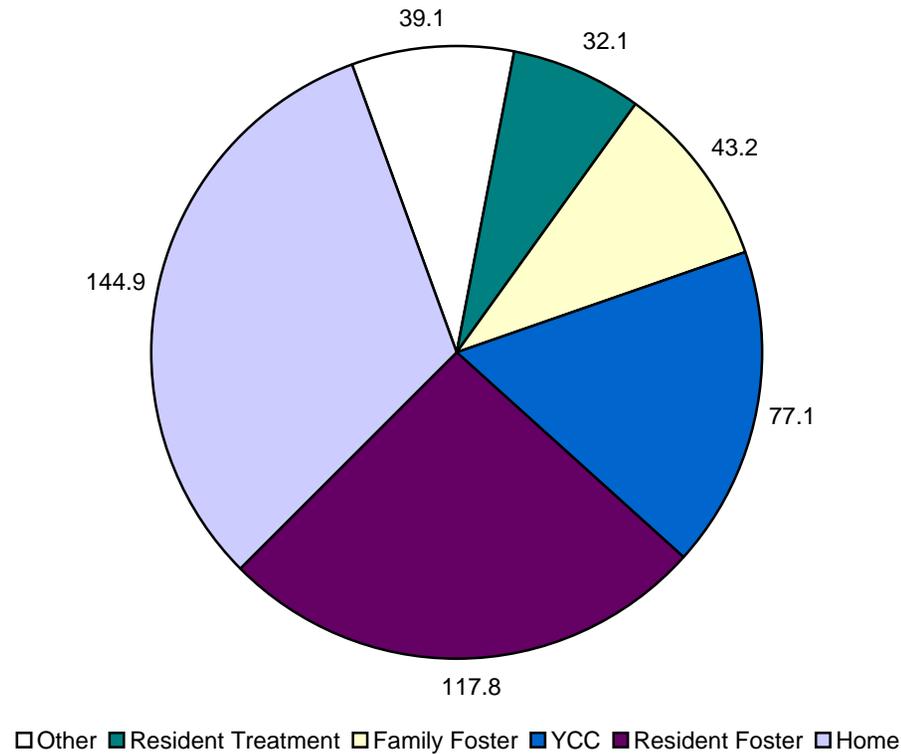
## New Commitments by Region Total Per 1000 Youth in Region



REGION	Total Per 1000
Bismarck	4.2
Dickinson	5.7
Fargo	1.8
Grand Forks	3.2
Jamestown	3.3
Lake Region	4.2
Minot	1.7
Williston	3.1
<b>Total</b>	<b>3.1</b>

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## Average Daily Population in Custody by Placement

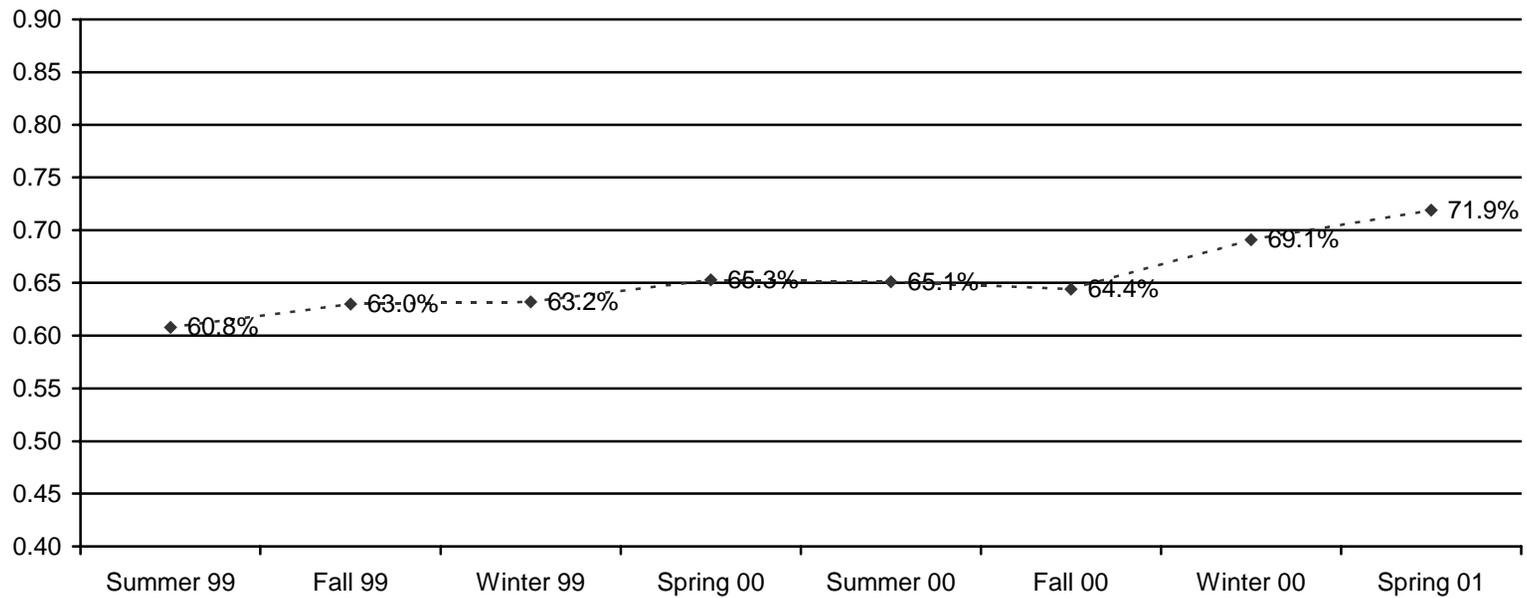


Placement	Other	Residential Treatment	Family or Therapeutic Foster Care	YCC	Residential Foster Care	Home	Total
Number	39.1	32.1	43.2	77.1	117.8	144.9	<b>454.2</b>
Percent	8.6%	7.0%	9.5%	17.0%	25.9%	32.0%	<b>100.0%</b>

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 99	Fall 99	Winter 99	Spring 00	Summer 00	Fall 00	Winter 00	Spring 01
60.8%	63.0%	63.2%	65.3%	65.1%	64.4%	69.1%	71.9%

# DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

The North Dakota Youth Correctional Center (NDYCC) is the state's secure juvenile correctional institution and operates within the Division of Juvenile Services (DJS). NDYCC serves as a secure detention and rehabilitation 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 and therapeutic services to troubled adolescents within a safe and secure environment. Juveniles at 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. NDYCC accomplishes its mission with a dedicated staff who cares about young people and by emphasizing the three rehabilitative factors of structure, accountability, and relationships.

## **Juvenile Programming**

Juveniles committed to NDYCC share many of the characteristics of typical adolescents. Their transition from childhood to adulthood, however, has been unsuccessful often because they have not received appropriate nurturing, guidance, or encouragement. Several specific treatment programs have been implemented to assist the youth at YCC to successfully complete adolescents and the transition into adulthood.

### **EQUIP:**

NDYCC continues 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 NDYCC juveniles arrive at the institution with drug and alcohol related problems. NDYCC provides Drug/Alcohol Counseling by licensed addiction counselors. NDYCC's Drug and Alcohol Program has been licensed by the State Division

Substance Abuse as an Intensive Outpatient and Low Intensive Outpatient Program.

**Child Psychiatric and Psychological Services:** The purchase of a service contract provides psychiatric and psychological services to 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 a 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, se-

## DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

cure living and educational environment within Pine Cottage. This program has been designed to meet the needs of those juveniles who have been assessed as needing intensive behavioral treatment and educational programming, 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:** NDYCC maintains a Zero-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.

### **Education Program**

NDYCC provides adjudicated adolescents an opportunity to complete or progress toward completing their education course work in the attainment of a high school diploma while in residence. Fully accred-

ited by North Central Association of Colleges and Schools, the State Department of Public Instruction, and the State Board of Vocational Education, the education program is known formally as Marmot Schools. In addition to the academic, vocational, and special education course work already in place, special emphasis is placed upon elective classes in Art and Building Trades.

#### A. Multi Culture Art

This course is designed to give the student a broad background of fundamental information about multi-cultural handicrafts and cultures, which is used in their personal growth towards an understanding of cultural diversity.

#### B. Building Trades

Building Trades is a realistic setting, simulating actual procedures used in a contracting business emphasizing applied academics, professional development, leadership, and organizational skills. Students will apply management procedures; establish customer relations, supplier, and wholesaler interaction; and utilize decision-making skills. This program takes students through rough framing and enclosure of the struc-

ture to finishing the interior of the house, which is then ready for occupancy.

### **Management Development Focus**

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

**Performance Based Standards:** A very positive influence upon improving the operation of the Youth Correction 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 establish an and ongoing focus of excellence within the institution. It also pro-

## DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

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vides a basis for the facility to compare itself and its program outcomes to hundreds of facilities throughout the country.

### ***Plant Facilities***

**Pine Cottage Renovation/Addition:** The 1999 Legislature appropriated funds to renovate and add additional space to the Special Management Unit – Pine Cottage. Pine Cottage houses those juveniles having been assessed as needing intensive behavioral and education needs, or those high-risk juveniles who may be a danger to themselves or others. Pine Cottage was remodeled and additional space added to eliminate multiple occupancy rooms, expand living and classroom space, and provide a secure outdoor recreation area.

**Major Projects:** In addition to the Pine Cottage project, the following major projects were completed this biennium:

- 1) Upgrade the parking lot in front of the Administration/ School building.
- 2) Renovation of the bathrooms in Hickory Cottage.
- 3) Renovation of the vault and juvenile filing system.

- 4) Replacement of the front door of the Administration/School Building to comply with ADA.

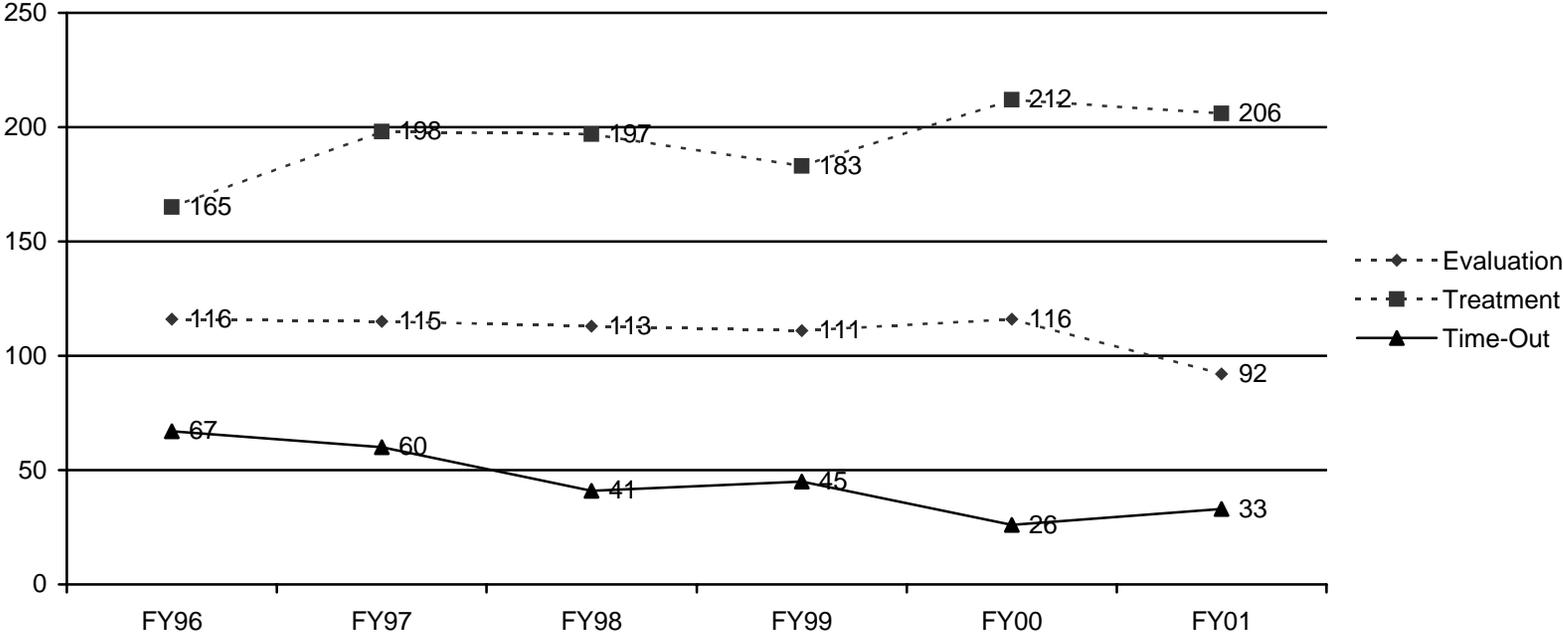
**Extra-Ordinary Repairs:** The following projects were accomplished during this biennium:

- 1) Fire Door in the Heating Plant.
- 2) Boiler Control enhancement.
- 3) Metal doors in Hickory and Brown Cottage.

# DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

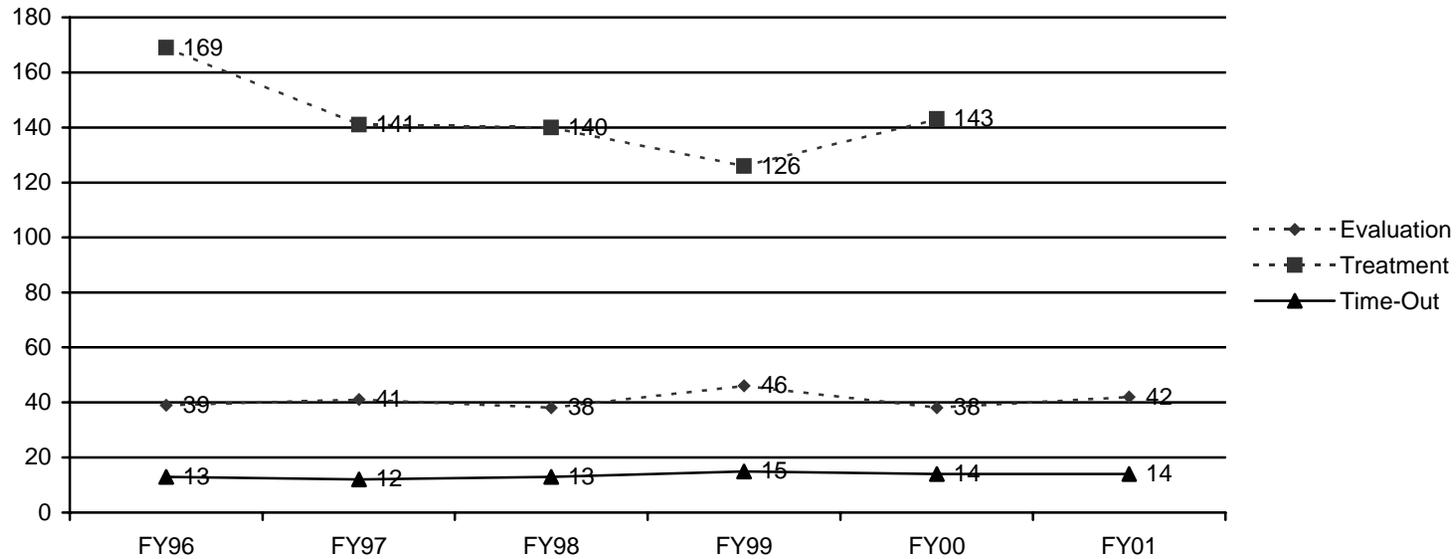
## Admissions Trends by Type



NUMBER OF ADMISSIONS BY TYPE						
	FY96	FY97	FY98	FY99	FY00	FY01
<b>Evaluation</b>	116	115	113	111	116	92
<b>Treatment</b>	165	198	197	183	212	206
<b>Time-Out</b>	67	60	41	45	26	33

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

## Average Length of Stay by Admission Type (Days)



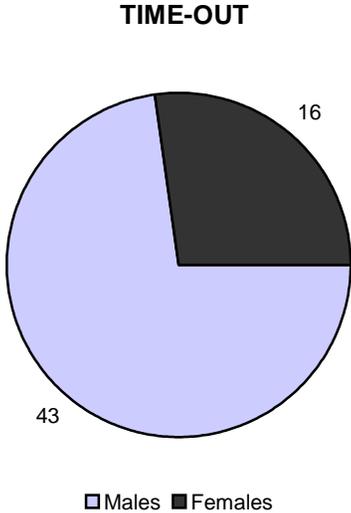
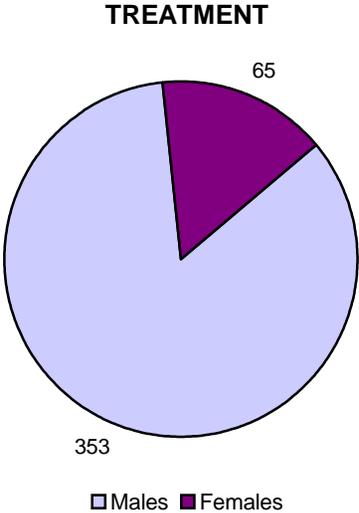
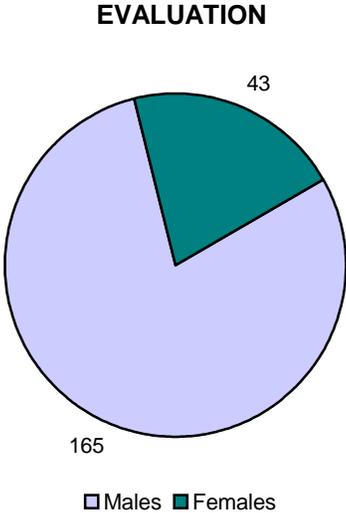
AVERAGE LENGTH OF STAY BY ADMISSION TYPE (DAYS)						
	FY96	FY97	FY98	FY99	FY00	FY01
<b>Evaluation</b>	39	41	38	46	38	42
<b>Treatment</b>	169	141	140	126	143	**
<b>Time-Out</b>	13	12	13	15	14	14

\*\* Cannot be calculated due to the large percentage of juveniles still in placement at end of FY.

# DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

Darrell Nitschke, Superintendent

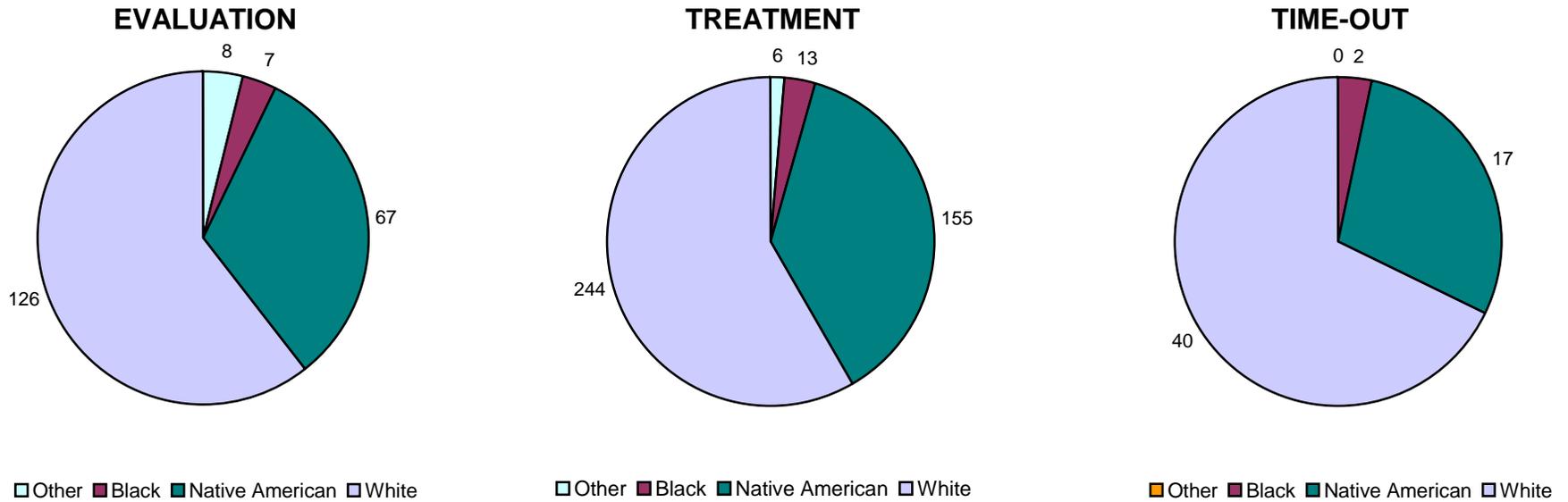
## Admissions by Type and Gender



Admissions by Type and Gender			
	Males	Females	% Male
Evaluation	165	43	79%
Treatment	353	65	84%
Time-Out	43	16	73%

Average Age at Admission			
	Male	Female	All
Evaluation	15.9	15.7	15.9
Treatment	16.4	16.0	16.3
Time-Out	16.4	16.3	16.4

## Admissions by Type and Race



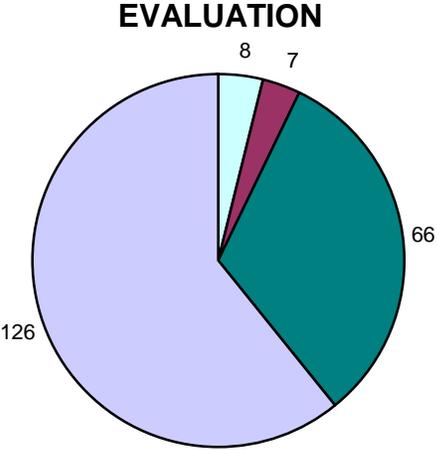
*Includes Placements by Bureau of Indian Affairs and Bureau of Prisons*

# DIVISION OF JUVENILE SERVICES/YOUTH CORRECTIONAL CENTER

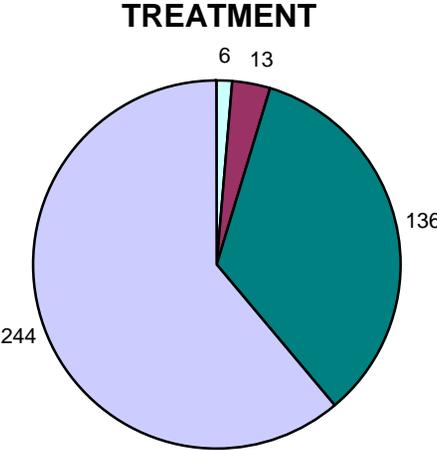
Darrell Nitschke, Superintendent

## Admissions by Type and Race

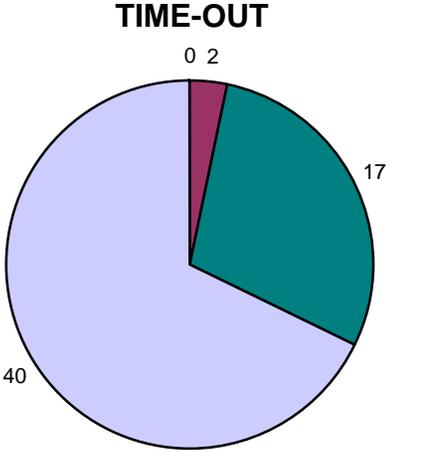
*Excludes Placements by Bureau of Indian Affairs and Bureau of Prisons*



Other Black Native American White



Other Black Native American White

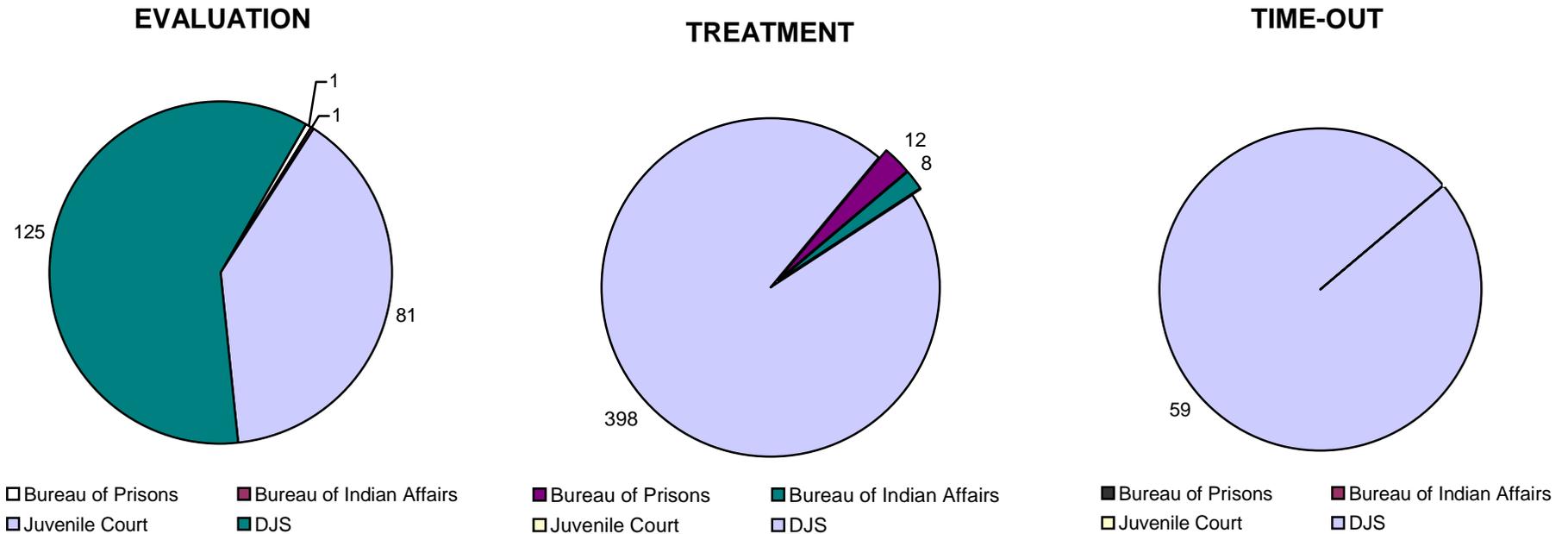


Other Black Native American White

	Other	Black	Native American	White	% Non-White
<b>Evaluation</b>	8	7	66	126	39%
<b>Treatment</b>	6	13	136	244	39%
<b>Time-Out</b>	0	2	17	40	32%

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

## Admissions by Type and Placing Agency



	Bureau of Prisons	Bureau of Indian Affairs	Juvenile Court	DJS	Total
<b>Evaluation</b>	1	1	81	125	208
<b>Treatment</b>	12	8	0	398	418
<b>Time-Out</b>	0	0	0	59	59