

COMMISSION ON ALTERNATIVES TO INCARCERATION
SENATOR JOEL C. HEITKAMP, CHAIRMAN
NOVEMBER 20-21, 2007

North Dakota Department of Corrections and Rehabilitation

Leann K. Bertsch, Director

**Presenting Testimony Concerning: The reorganization of the Department
and adult programming within the Division of Adult Services**

- I) **History:** The Department of Corrections and Rehabilitation (DOCR) was organized on July 17, 1989. At that time, what was known as the North Dakota State Penitentiary, the Parole and Probation Department, and the Division of Juvenile Services were organized into one larger department. At the time of the DOCR's organization, the state penitentiary had less than 500 inmates. The Parole and Probation Department managed less than 2,000 offenders and the Parole Board had an average population in the community of less than 100.

Change came rapidly to the Department of Corrections, particularly to the newly named Prison's Division and Parole/Probation Division. From 1989 to present day, each of these adult divisions realized steady and rapid growth in their populations. During the past 18 years, each division met many challenges. The prison's programming expanded far beyond the confines of what had been known as the North Dakota State Penitentiary. The Parole and Probation Division underwent a name change (Field Services Division) and also expanded its programming to include inpatient alcohol and drug treatment, halfway house programming and inpatient transitional programming for offenders. By June 2007, the adult side of the Department of Corrections was serving approximately 6,500 offenders. At that time, approximately 400 offenders were also under the jurisdiction of the Parole Board.

The Prison's Division and Field Services Division responded to the dramatic growth in population and programs by reaching out for technical assistance from the federal government on several occasions during the past 18 years. Approximately four years ago, both divisions reached out to the National Institute of Corrections (NIC) and asked to be considered for a new program known as the Transition from Prison to Community Initiative (TPCI). At that time, there were four states participating in this program and the NIC anticipated adding four additional states. The tenants of the TPCI were that the corrections system needed to have a common approach to the management of offenders if they were to realize any success. It was noted that nationally, over 55% of all inmates return to custody after being released from prisons. It was also recognized that

97% of all inmates are ultimately released back into the community. TPCI offered pilot states the opportunity to take another look at how they did business, to learn how to work cooperatively and to reach out to the correctional stakeholders for assistance. Our request to become a TPCI pilot state was approved and, as earlier noted, we began our work approximately four years ago.

We realized a significant number of successes in our work with TPCI. For the past four years, we have also recognized that there are significant obstacles to our future successes. One glaring obstacle that was recognized concerned the structure of the adult system in the Department of Corrections. The Prison's Division and Field Services Division had grown dramatically over the years. They had also grown independent from each other. One analogy that had been used was that we had become a bit like a strip mall. The Prison's Division perhaps was an anchor store and Field Services Division was a specialty store. In the spring of 2007, it was determined that we needed to reorganize the entire adult delivery system if we were going to realize the full effect of our TPCI.

II) Our Reorganization: On May 1, 2007, I announced my intention to reorganize the Department of Corrections and Rehabilitation, with the most significant changes to be made to the adult delivery system. On June 1, 2007, I appointed Warren Emmer as the Director of Adult Services. At that time, he appointed a Transition Committee to assist in the reorganization of the Prison's Division and Field Services Division into the Division of Adult Services. The committee consisted of twelve correctional professionals from both divisions and was charged with reviewing all work processes within the adult delivery system and to make recommendations for change. For the next 90 days, the Transition Committee met regularly. In September 2007, they recommended that all workload functions within the adult delivery system be divided into nine separate groups with each functional area to be managed by a deputy director. Groups that work together clearly cut across the lines of formerly known Prison's Division and Field Services Division. Nine deputy directors have been named for the Division of Adult Services. They are as follows:

- Deputy Director of Transitional Planning, Pat Bohn, is an employee from the formerly known Field Services Division. Key elements of this portfolio include case planning, TPCI, inmate movement, inmate classification, Parole/Pardon Board functions and victim services.
- Deputy Director of Transitional Facilities, Robyn Schmalenberger, is an employee from the formerly known Field Services Division. Key elements of this portfolio include assessment centers, Missouri River Correctional Center, Rapid Intervention Program (RIP), Bismarck Transition Center, Tompkins Rehabilitation and Corrections Center in

Jamestown, North Central Corrections and Rehabilitation Center in Rugby, halfway house contracts and all other non-traditional prison beds.

- Deputy Director of Medium Security Facilities, Don Redmann, is an employee from the formerly known Prison's Division. Key elements of this portfolio include all matters concerning the safety and security within the confines of the James River Correctional Center.
- Deputy Director of Maximum Security Facilities, Tim Schuetzle, is an employee from the formerly known Prison's Division. Key elements of this portfolio include all matters concerning the safety and security within the confines of the North Dakota State Penitentiary.
- Deputy Director of Women's Programs, Barb McGillivray, is an employee from the formerly known Prison's Division. Key elements of this portfolio include Dakota Women's Correctional Rehabilitation Center in New England, female transition, and contract management related to women services.
- Deputy Director of Industries and Education, Denny Fracassi, is an employee from the formerly known Prison's Division. Key elements of this portfolio include Roughrider Industries, vocational education and the Department of Correction's education program.
- Deputy Director of Administrative Services, Charles Placek, is an employee from the formerly known Field Services Division. Key elements of this portfolio include interstate compact for inmates and community offenders, fiscal and automation liaison, management information systems; Administration of programs dealing with crime victim compensation such as Victims of Crime Act (VOCA), North Dakota Crime Victims Act (CVA) and Crime Victim's Compensation program (CVC).
- Deputy Director of Parole and Probation, Barney Tomanek, is an employee from the formerly known Field Services Division. Key elements of this portfolio include the supervision of all parole and probation officers, drug courts and sex offender programming.
- Deputy Director of Programs, Rick Hoekstra, is an employee from the formerly known Field Services Division. Key elements of this portfolio include overseeing the delivery of quality of correctional rehabilitative programming throughout the Division of Adult Services and services provided from contract vendors, serving as the department's liaison to all community program providers and assuring the delivery of proper clinical supervision.

The leadership team will be challenged to return offenders back to their home communities in a manner that both protects and serves the public. This means that we intend to reduce our adult offender rate of recidivism. It also means that we want offenders to return to their home communities better than when they left. It won't be acceptable for us to release offenders without suitable job skills. We intend to provide the necessary

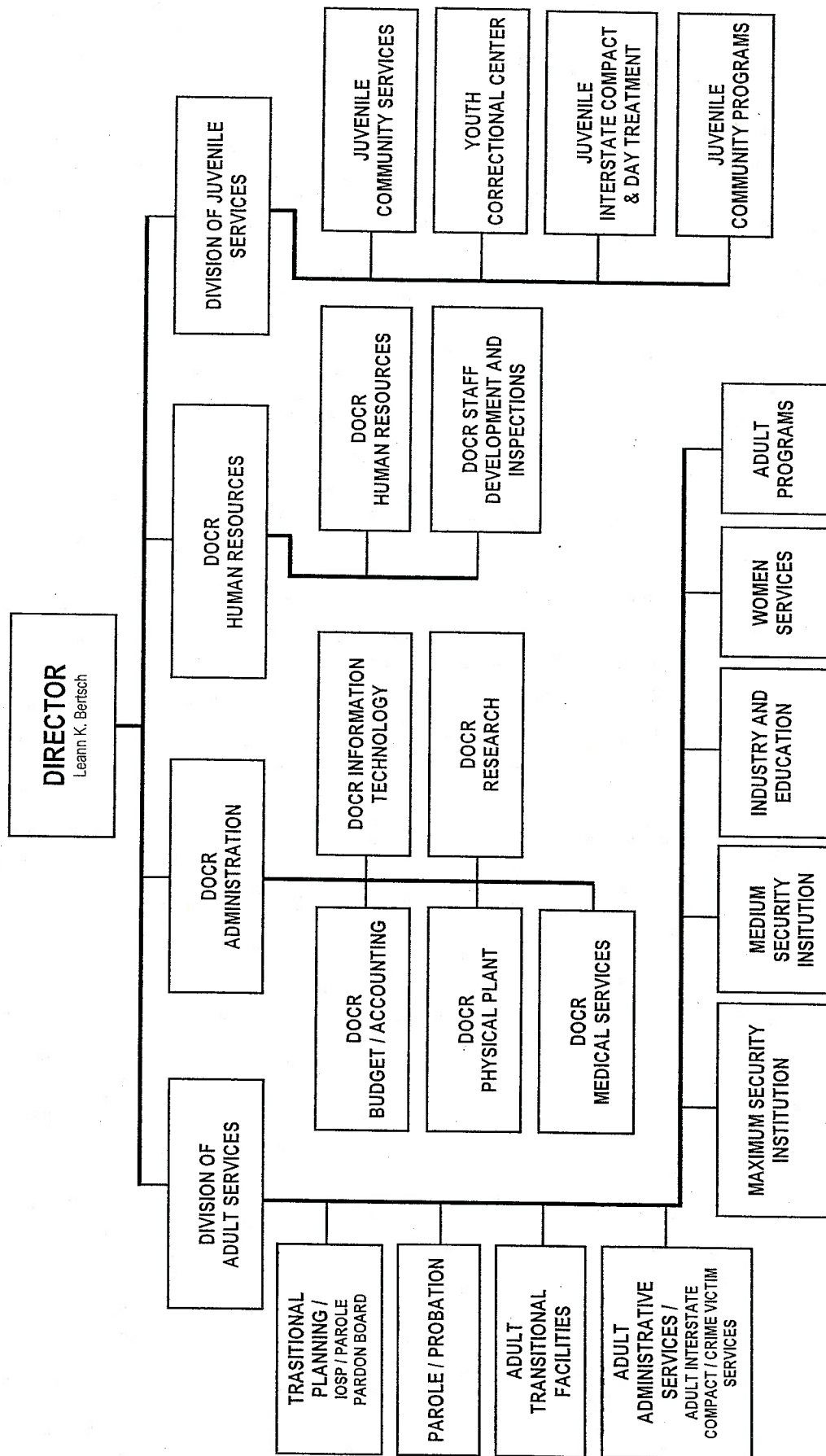
training to offenders enabling them to move into hard to fill job vacancies currently faced by employers in the State of North Dakota.

In addition to the reorganization of the formerly known Prison's Division and Field Services Division into the Division of Adult Services, department-wide changes were also made. Functional areas that serve the entire department were consolidated under the Central Office. The division human resource officers now report to the Director of Human Resources to insure efficiency and consistency in our department's personnel policies and practices. Divisional training staff work together under the direction of the Director of Training and Facility Inspections. Plant Services and Medical Services were also consolidated under Central Office. The Director of Administration has oversight for Budget and Finance, Information Technology, Research and Planning, Grants and Contracts, the Medical Services Division and the Plant Services Division. All of these functional areas now consolidated under Central Office serve both the Division of Juvenile Services and the Division of Adult Services.

DOCR Structure Post-Reorganization

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

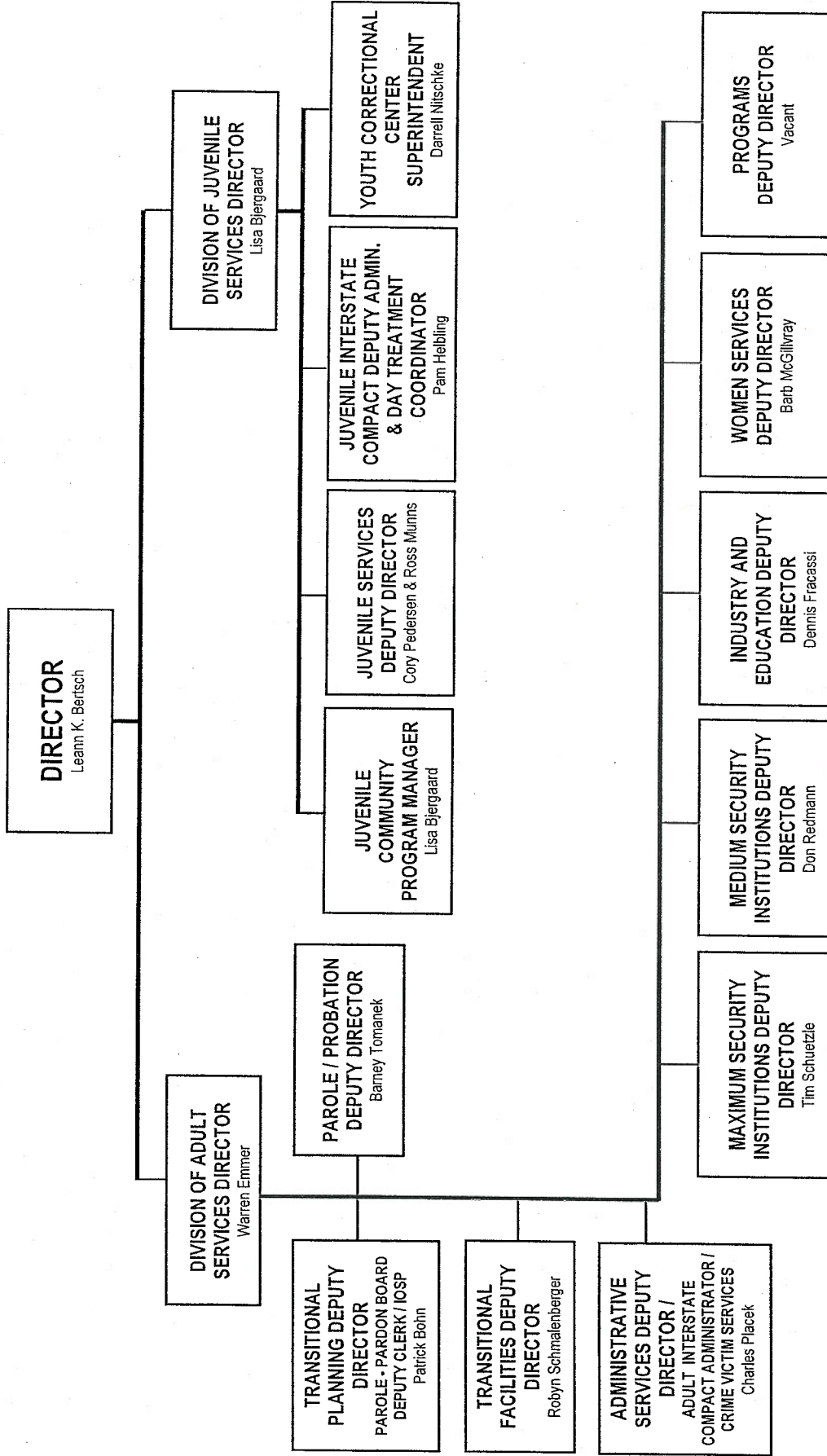
DOCR Organizational Chart



DEPARTMENT OF CORRECTIONS AND REHABILITATION

Leann Bertsch, Director

Adult/Juvenile Management Reporting Structure

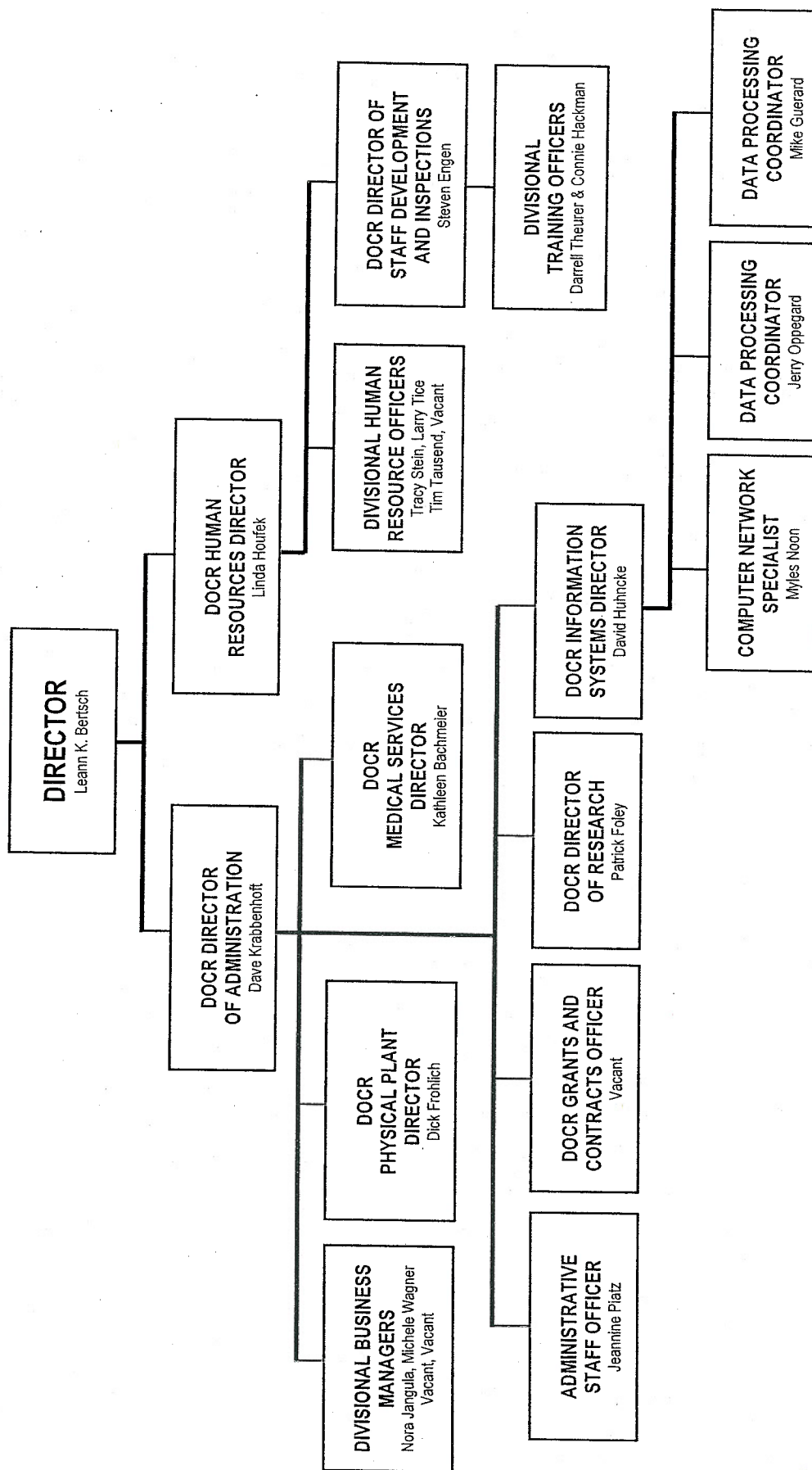


North Dakota Department of Corrections and Rehabilitation

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Central Office Reporting Structure

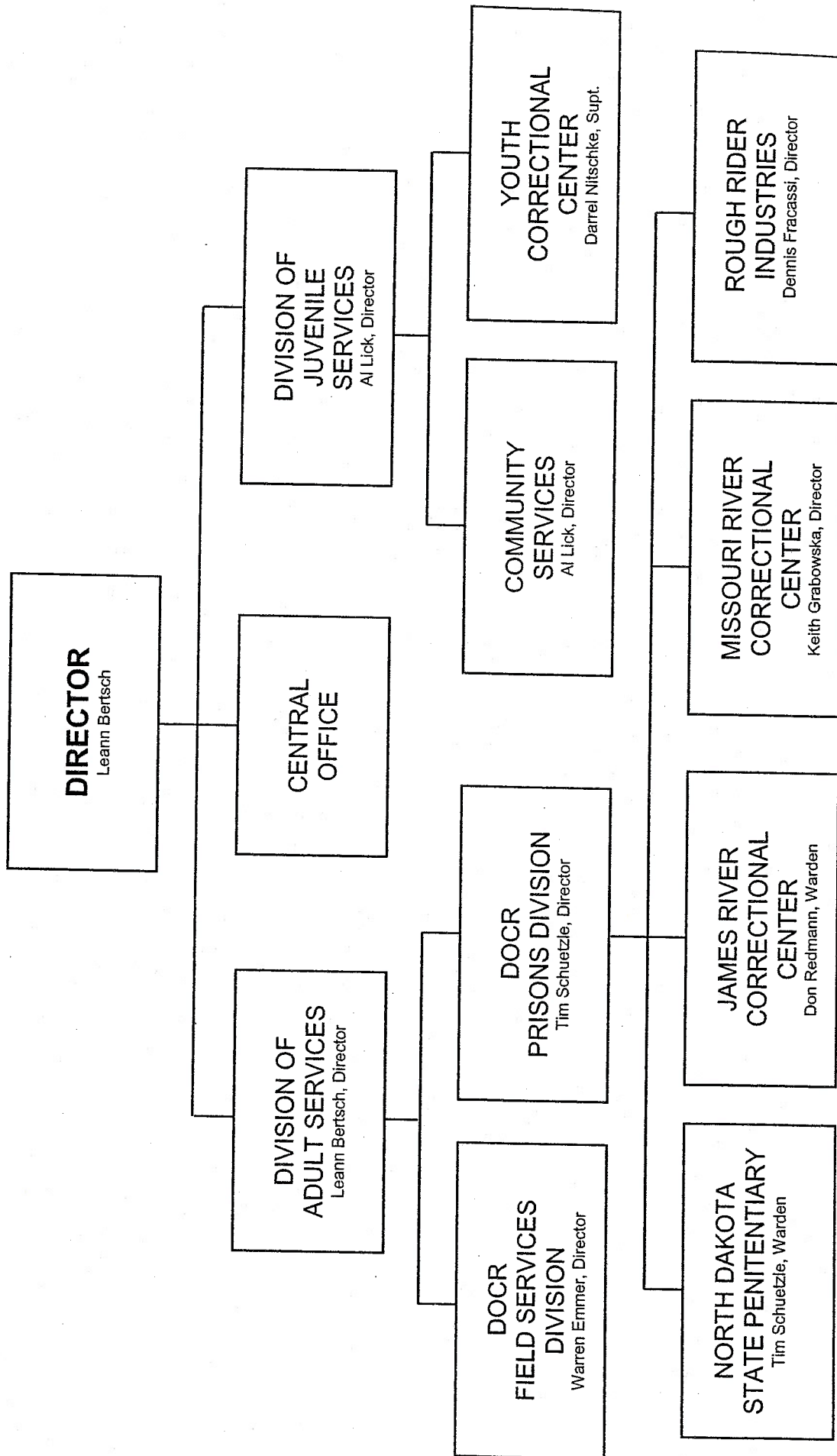


DOCR Structure Pre-Reorganization

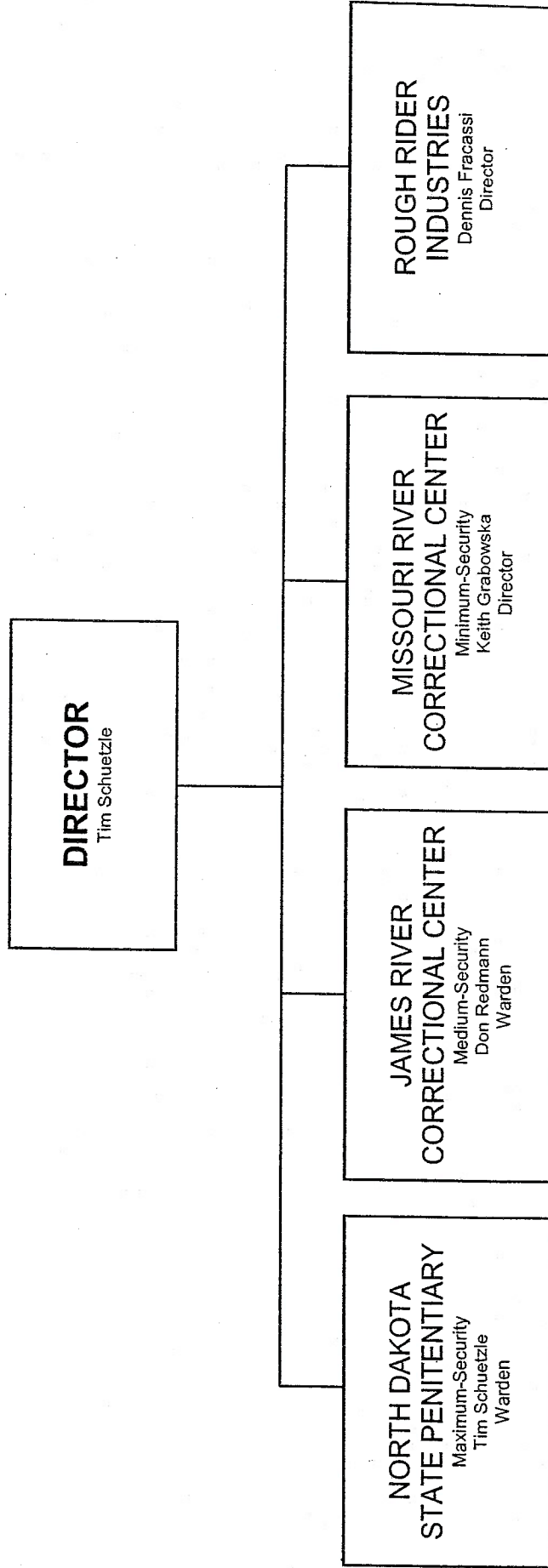
DEPARTMENT OF CORRECTIONS AND REHABILITATION

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DOCOR Organizational Chart



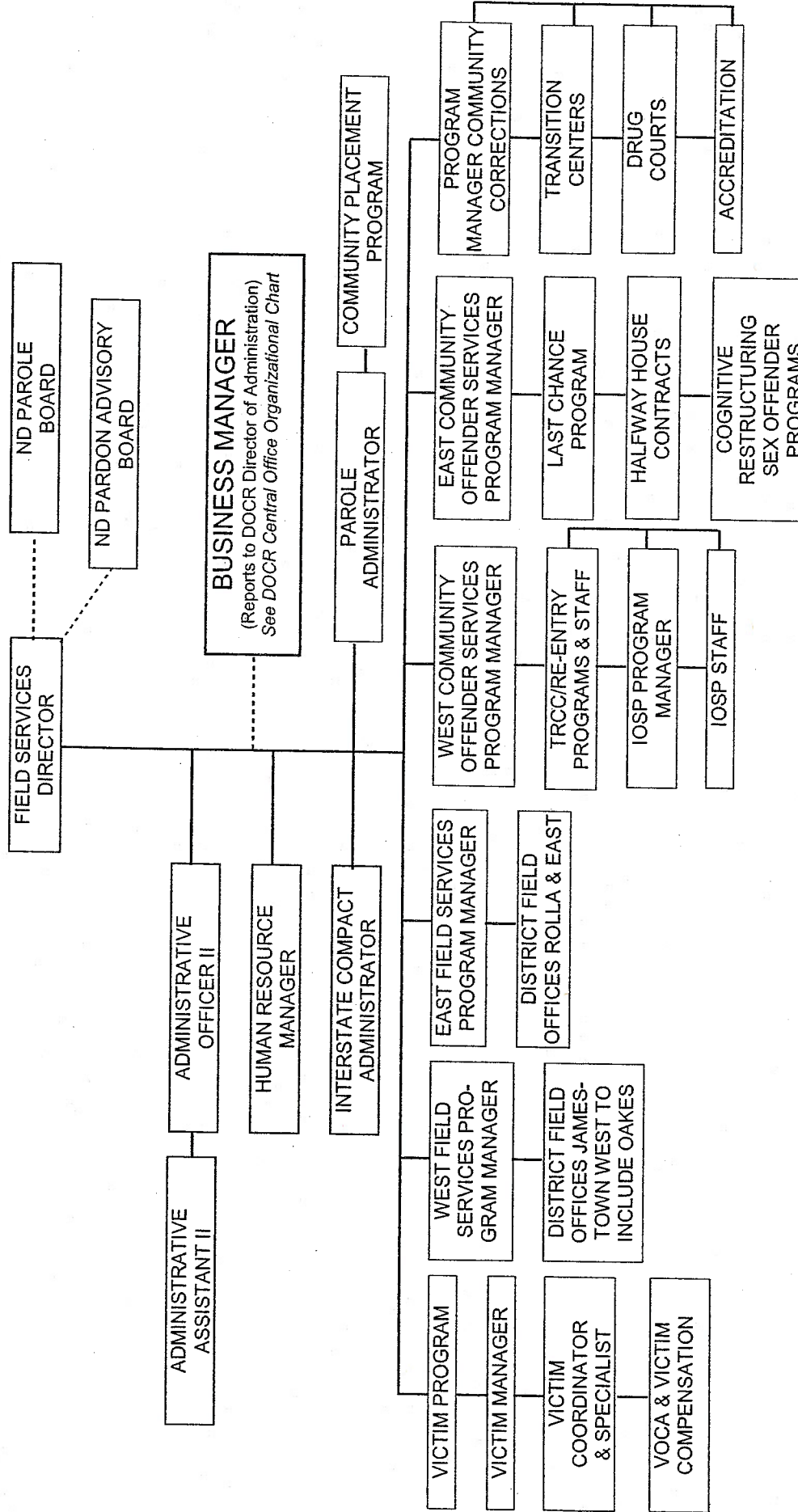
DOCR PRISONS DIVISION



DOCR FIELD SERVICES DIVISION REPORT

Warren Emmer, Director

FIELD SERVICES DIVISION



Central Office

