

# Alternatives to Detention Support Subgrant Application

Title II Formula Grant

South Dakota Department of Corrections

APPLICATION DUE: May 30, 2025

Applicants with original signatures must be submitted and received by the Department of Corrections by the close of business on May 30, 2025. Faxed and emailed applications will not be accepted. Submit complete applications to:

*John Stewart*  
*Department of Corrections*  
*3200 East Highway 34*  
*Pierre, SD 57501-5070*

RECEIVED

MAY 30 2025

DEPT. OF CORRECTIONS

Funding under this application is non-competitive and not guaranteed to each applicant. The application narrative and budget must be approved by both the SD Department of Corrections and the Council of Juvenile Services. If approved, the application content will be presented to the Office of Juvenile Justice and Delinquency Prevention for their approval of any addition of program purpose areas that may be needed to support the approved plan.

## SECTION 1. APPLICANT INFORMATION

<b>Applicant: Lutheran Social Services of South Dakota</b>		
Address: 705 E. 41 <sup>st</sup> Street Suite 200		
City/State/Zip: Sioux Falls, SD 57105	Phone: 605-444-7500	Fax: 605-444-7540
Email: Amy.Witt@lssSD.org	Federal Employer or Payee Identification Number (FEIN): 46-0224731	
<b>Project Director Name: Staci Jonson</b>		<b>Project Director Name: Staci Jonson</b>
Agency: Lutheran Social Services of South Dakota	Agency: Lutheran Social Services of South Dakota	
City/State/Zip: Sioux Falls, SD 57105-6048	Phone: 605-389-8468	Fax: 605-444-7540
Email: Staci.Jonson@LssSD.org		
Please indicate the name of the service(s) implemented: JDAI Coordination, data tracking, and court expeditor services		
<b>Project Title:</b>	JDAI Coordination	
<b>Requested Project Period:</b>	July 1, 2025 – June 30, 2026	

## SECTION 2. PROJECT BUDGET

The Council of Juvenile Services will award or not award funding based the extent to which program design addresses a recognized need and whether the proposal is financially responsible and efficient. Funds will be paid through a reimbursement process for items specifically outlined and approved in the application.

Applicants may apply for up to \$75,000.

**Non-supplanting Requirements:** Funds or other resources of the applicant normally devoted to programs and activities designed to meet the needs of criminal justice will not be diminished in any way as a result of a grant award of federal funds. The project for which assistance is being requested will be in addition to, and not a substitute for, criminal justice services previously provided without federal assistance.

<b>A. Personnel</b>	<b>TOTAL</b>
Court Expeditor (.50)	\$23,450
JDAI Coordinator (.25)	\$20,000
Data Specialist (.10)	\$6,000
Employee Fringe Benefits @ 25%	\$11,374
<b>TOTAL</b>	<b>\$60,824</b>
<b>B. Contracted Services</b>	<b>TOTAL</b>
N/A	\$0
<b>TOTAL</b>	<b>\$ 0</b>
<b>C. Travel and Per Diem</b>	<b>TOTAL</b>
300 miles/year @ \$.67 (local travel)	\$201
JDAI Conference (Indiana) (2 nights hotel, flight, per diem x 3)	\$2,000
State JDAI Conference (2days travel, mileage to SF/Aberdeen)	\$1,000
<b>TOTAL</b>	<b>\$3,201</b>
<b>D. Equipment</b>	<b>TOTAL</b>
	\$0
<b>TOTAL</b>	<b>\$0</b>
<b>E. Operating Expenses</b>	<b>TOTAL</b>
Office/Meeting Supplies	\$1995
13.6% indirect rate	\$8979
<b>TOTAL</b>	<b>\$10,974</b>
<b>Total Project Budget -- Combined totals for all columns</b>	<b>\$74,999</b>

NOTE: If there is a change in the above budget, programs will need to request an amendment to their budget. All amendments must be requested in writing prior to the expenditure of funds.

### SECTION 3. BUDGET NARRATIVE

In the space provided, explain the relationship between budgeted items listed in Section 2 and project activities. Include information (data and criteria) as to how you arrived at budget estimates. Discuss all items by category and in full.

**Personnel Narrative** - Explain how the compensation and expenses were calculated, duties of the position, and any other information about personnel of the project. If proposed funding covers more than one position, you must identify the duties and estimated percent of time for duties that directly relate to the successful implementation of the program(s).

**Position #1: Data Analysis and Evaluation**

<b>Justification for the position :</b>	This position would gather and validate all data for Pennington County in South Dakota related to juvenile offenses in Pennington County utilizing the standardized state form for gathering and tracking quarterly data.
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If the position is <b>existing staff</b> , explain how duties associated with this award are <b>outside the current scope</b> of their position and a provide a <b>plan</b> explaining how all duties associated with the position will continue to be provided and funded during this award:	This will be a .10 employee – this is part of an existing position; however, their work duties will be adjusted to allow time for this individual to gather, update, and track data in Pennington County.
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Personnel Responsibilities & Duties <i>(must directly relate to the implementation of the program)</i>	Estimated % Time
1. Gathering of quarterly data	20%
2. Review of quarterly data	50%
3. Presentation of quarterly data on a county level in Pennington County	30%
4.	

<b>Wage/Salary:</b>	
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<b>Benefits:</b>	
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**Position #2: JDAI Coordinator**

<b>Justification for the position :</b>	This position would support the re-engagement of community partners and stakeholders in Pennington County to evaluate, develop, and maintain the JDAI model in Pennington County.
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If the position is <b>existing staff</b> , explain how duties associated with this award are <b>outside the current scope</b> of their position and a provide a <b>plan</b> explaining how all duties associated with the position will continue to be provided and funded during this award:	The Program Director at Arise/West would take on these responsibilities and would spend approximately 25% of his time on JDAI Coordination. Responsibilities that have historically been his will shift to other program leadership to allow the Director to take on JDAI Coordinator tasks.
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Personnel Responsibilities & Duties <i>(must directly relate to the implementation of the program)</i>	Estimated % Time
1. Stakeholder engagement	75%
2. Scheduling and Leading steering committee meetings	25%
3.	
4.	

<b>Wage/Salary:</b>	
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Benefits:	
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**Please attach additional sheets for more than 2 positions**

In the space provided, explain the relationship between budgeted items listed in Section 2 and project activities. Include information (data and criteria) as to how you arrived at budget estimates. Discuss all items by category and in full.

**Personnel Narrative** - Explain how the compensation and expenses were calculated, duties of the position, and any other information about personnel of the project. If proposed funding covers more than one position, you must identify the duties and estimated percent of time for duties that directly relate to the successful implementation of the program(s).

<b>Position #3:</b>	<b>Court Expeditor</b>
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<b>Justification for the position :</b>	This position would coordinate with the juvenile, their parent/guardian, court services, Department of Social Services, Department of Corrections, and any other supports in the juveniles' life to facilitate information to the court staffing team and also track and facilitate the court process to ensure that juveniles move through the court process in a timely manner.
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If the position is <b>existing staff</b> , explain how duties associated with this award are <b>outside the current scope</b> of their position and a provide a <b>plan</b> explaining how all duties associated with the position will continue to be provided and funded during this award:	This will be a .50 employee – this is part of an existing position; however, their work duties will be adjusted to allow time for this individual to gather, update, and track case specific data in Pennington County.
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Personnel Responsibilities & Duties <i>(must directly relate to the implementation of the program)</i>	Estimated % Time
1. Review all juveniles RAIs for youth who were held in an alternative or secure detention	10%
2. Complete an expeditor packet with input from the juvenile, their family, and support system	50%
3. Complete two week reviews for all youth who are on an alternative or held in secure detention.	40%
4.	

Wage/Salary:	
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Benefits:	
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<b>Position #4:</b>	
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<b>Justification for the position :</b>	N/A
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If the position is <b>existing staff</b> , explain how duties associated with this award are <b>outside the current scope</b> of their position and a provide a <b>plan</b> explaining how all duties associated with the position will continue to be provided and funded during this award:	
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Personnel Responsibilities & Duties <i>(must directly relate to the implementation of the program)</i>	Estimated % Time
5.	
6.	
7.	
8.	

Wage/Salary;	
Benefits:	

### SECTION 3. BUDGET NARRATIVE CONTINUED

**Contracted Services Narrative** - Explain the consultant fees, consultant expenses, contracted services, the cost per service/per youth being served, how the cost for services was calculated, and the process that would be or has been conducted to select the consultant. Contracted services fees cannot exceed \$650 per day.

<b>Consultant #1:</b>	N/A
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Consultant Fees:	
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Contracted Service:	
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Selection Process:	
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<b>Consultant #2:</b>	N/A
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Consultant Fees:	
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Contracted Service:	
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Selection Process:	
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**Travel and Per Diem Narrative** -- Explain the calculation of travel costs for travel outside the home jurisdiction, (travel must be calculated at current state rates (\$0.67 per mile and \$40 per diem)), how the expenses are directly related to the implementation of the project, and if out-of-state travel is anticipated, give particulars (i.e., location, state, dates, purpose, cost).

<b>Purpose of Travel:</b>	JDAI Statewide Meeting
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$$750 \times \$0.67 = 502.50$$

$$3 \times \$40.00 = 120.00$$

$$\text{Hotel } 150/\text{night} \times 2 \text{ nights} = 300$$

*Will bill based on actual expenses not to exceed per diem rate.*

<b>Purpose of Travel:</b>	JDAI Conference (Indiana)
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$$25 \times \$0.67 = 16.75$$

$$[3 \times 40] \times \$40.00 = 120$$

$$\text{Flight} = 584.00$$

$$\text{Hotel } 150/\text{night} \times 2 \text{ nights} = 300$$

**Equipment and Operating Expenses Narrative** – Explain the supplies and equipment costs directly related to the implementation of the program or project. You must be specific regarding the items in which you intend to use federal funding. For example, a budget item of “office expenses” will not be accepted as these items must be detailed. You need to identify what you anticipate for office expenses and list each item and the estimated costs. Items not specifically outlined will not be eligible for reimbursement.

**Equipment** – List nonexpendable items that are to be purchased and show how you calculated these costs. Nonexpendable equipment is tangible property having a useful life of more than 2 years.

N/A

**Operating Expenses** – List items by type (office supplies, postage, training materials, copying paper, and expendable equipment) and show how you calculated these costs. Generally, supplies include any materials that are expendable or consumed during the course of the project.

Office/Meeting Supplies - \$1995

Indirect rate of 13.6% - \$8979



Strengthening Individuals,  
Families & Communities

## Alternative to Detention Application Narrative

A proposal to the South Dakota Department of Corrections  
From Lutheran Social Services of South Dakota

*Due May 30, 2025*

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### SECTION 4. APPLICATION NARRATIVE

#### *Project Abstract and Demonstration of Need*

The JDAI Coordinator is a key position in Pennington County that insures that stakeholder agencies are adopting best practices for juvenile justice. This includes ensuring that youth involved with the justice system receive the appropriate, quality care within a reasonable timeframe.

In our work with Alternatives to Detention work over the last decade, data demonstrates that the length of stay within shelter care (like LSS-SD's Arise Youth Center West) and extended detention facilities is trending upward each year. The average length of stay in shelter care for a youth in Pennington County has increased every year since 2022, rising from 12.46 days to 17.7 days in 2025 YTD. This is an important indicator that there is room for efficiency as youth move through the court process to best serve youth in the juvenile justice system in Pennington County.

In an effort to support the ongoing implementation of JDAI, adhere to the values they espouse and increase engagement with stakeholders, we propose the JDAI Coordinator tasks and responsibilities be strategically distributed among three current LSS Arise Youth Center – West staff positions. This division of duties will allow for improved data analysis and evaluation, consistent leadership for engaging and communicating with all partners and stakeholders and a

more efficient process through the court system for improved success for youth and families.

### ***Community Readiness***

LSS believes that Pennington County is displaying readiness to see efficiencies made to ensure effective processes for youth involved with the justice system. The court system, detention system and law enforcement see the value in the work of JDAI and are eager to see improvements made throughout the process which benefits the youth and their families as well as the community at large.

LSS has a strong history of partnership with the Rapid City Area Schools through our other youth program work. Rapid City Area Schools see the value in alternative to detention as it allows youth to remain in school while working through the court process. When the interruption to education can be diminished for youth, their chances for academic success increase. (Stat about correlation between education and justice involvement?)

The primary barrier to change is creating the spaces for coordinated stakeholder engagement. This proposal calls for the JDAI Coordinator tasks to prioritize system evaluations that provide quality data points so the areas of need are clearly seen and informed strategies can be implemented. We acknowledge an air of implausibility can be present when attempting to make changes within an established system, but we believe community and stakeholder buy-in is possible as we improve data collection and analysis and make data-informed adjustments to improve best practices.

### ***Alignment with South Dakota JDAI Implementation***

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Our proposal would allow LSS to elevate the JDAI values in a number of ways. The Data Analyst and Evaluator position will ensure that all data points are accurate and relevant as well as provide data trends that will inform strategic conversations between the JDAI Coordinator to and other stakeholders. For example, accurately tracking how long youth wait for a court appearance will help partners around the table develop strategies that can improve the process. In using data to direct decisions, we are able to ensure the right youth are in the right place at the right time for maximum benefit for all.

The JDAI Coordinator role will utilize the data to inform decisions and guide stakeholder engagement. Data helps inform decisions that will yield confidence that youth are receiving the best care for their situation while accounting for public safety. Utilizing assessments like the RAI provide an objective tool that can formulate the best option for all parties that prioritizes mutual benefit for all without compromising the integrity of the process or safety for all.

The JDAI Coordinator and the Data Analyst and Evaluator will use data to determine where there are disparities in the justice system regarding race, ethnicity and gender. The JDAI Coordinator will then work with stakeholders to address and reduce those disparities. For instance, if the data indicate that cases involving Native American youth are overridden at a higher rate than other demographics, the Coordinator will work with stakeholders so that these disparities are corrected and provide equity within the process for all youth.

There are several ways this proposal looks to improve efficiency and effectiveness. The Court Expeditor will be the point of contact between youth and families, court services, DSS and DOC. They will work to ensure that youth continue to move through the system in a timely

manner, allowing each case to be resolved as efficiently and effectively as possible. In addition, the JDAI Coordinator will serve as the lead in facilitating stakeholder meetings. This will ensure that all parties are communicating effectively and have a common understanding of goals and expected roles in order to make progress.

In Pennington County, there were 721 RAIs completed on 410 youth in CY 2024. 61% of 721 indicated for release, 23% indicated for an alternative, and 16% indicated for secure detention. 44% of 721 were actually released, 31% were held in secure detention, 5% were held in shelter care, and 19% were conditionally released.

### ***Strategy for Implementation***

This proposal takes the position of JDAI Coordinator, which has historically been filled by court system staff. Due to system changes, court system staff have less time to dedicate to this coordinator position. LSS has the capacity and knowledgeable staff to facilitate a transition of this position from the court system to our agency. This will allow for focused time to be given to realignment with JDAI core values. LSS proposes to divide the tasks of this position into three separate roles: JDAI Coordinator, Data Analyst and Evaluator and Court Expeditor. These roles will be divided among three current Arise Youth Center – West staff. The task list of these three staff members will be adjusted so adequate attention can be given to the required responsibilities that accompany the new role. The tasks shifted away from these three current LSS staff will be redistributed among other Arise Youth Center staff. In addition, LSS will look to hire additional direct care staff to cover any staffing needs created with a task list change.

After extensive dialogue about the best approach to these tasks, we concluded that a dispersion of the responsibilities among current staff would breed greater success than hiring a brand new staff member to fulfill all the tasks identified. LSS recognizes that building trusted relationships in the Rapid City area is essential to getting traction to influence systemic change. The Arise staff who would fulfill these three roles of the position are known in the community and are credible partners among stakeholders. This established trust will allow change to occur at a faster rate. In addition, the Court Expeditor role simply expounds on the work that Arise staff are already doing in this area which allows us to leverage our expertise as work to serve youth and families more effectively.

The role of Data Analyst and Evaluator is separated from the traditional JDAI Coordinator position to bring accountability to the process. This role will be assigned to a staff member who is differentiated from Arise. This will ensure that someone outside of the direct work of this position handles data. This is an important part of creating checks and balances within the process and maintaining the integrity of our efforts.

The primary goals for this proposal are:

- 1) Decrease the average length of stay for youth in secure detention and shelter care.
- 2) Decrease or maintain appropriate override rate.
- 3) Evaluate and implement any recommendations from the most recent system assessment in Pennington County that was completed in Spring 2025.

We believe the community is mobilized and ready for a renewed commitment to the core values of JDAI. The role of JDAI Coordinator would re-engage stakeholders and development an

effective process for making the changes necessary to meet the goals stated above. The JDAI Coordinator would establish a steering committee within the first month that would help guide the process and facilitate changes from there. Our proposal is dependent on ongoing funds provided by the Unified Justice System and Pennington County.

### ***Project Performance Measures and Evaluation***

Since 2013, LSS has reported on JDAI data. Our agency houses data from RAIs and the Evening Report Center. The expertise and knowledge of confidential data gathering and reporting is a strength we bring to this proposal.

### ***Description of Project Geographic Boundaries***

This project will serve families serve youth in Pennington County who are involved in the justice system and their families.

### ***Target Population***

<b>Target Population Details</b> (Place an "X" in the box to the <i>left</i> of all those that apply)							
<b>Race(s):</b>		<b>Offender Type(s):</b>		<b>Geography:</b>			
X	American Indian/Alaskan Native	X	At-Risk Population (no prior offense)	X	Rural		
X	Asian	X	First Time Offenders	X	Suburban		
X	Black/African American	X	Repeat Offenders	X	Tribal		
X	Hispanic or Latino (of any race)	X	Sex Offenders	X	Urban		
X	Other Race	X	Status Offenders	<b>Age:</b>			
X	White/Caucasian	X	Violent Offenders	X	Under 11		
<b>Sex:</b>		<b>Referral Source:</b>		X	12-13		
X	Female	X	School	X	Court System	X	14-15
X	Male	X	State's Attorney		Other _____	X	16-18

### ***Cost Proposal***

The cost proposal consists of personnel costs associated with assigning role responsibilities of the JDAI Coordinator, Court Expeditor and Data Analyst and Evaluator to current Arise Youth Center – West staff. This includes salaries, fringe benefits, travel expenses and indirect costs.

### ***Program Budget***

<b>EXPENSES</b>	<b>TOTAL</b>
Personnel	
JDAI Coordinator (.30)	\$20,000
Court Expeditor (.50)	\$23,450
Data Analyst and Evaluator (.10)	\$6,000
Employee Fringe Benefits	\$11,374
Travel and Per Diem	
300 miles/year @ \$0.67 per mile	\$201
Indiana JDAI Conference (3 staff)	\$2,000
SD JDAI Conference	\$1,000
Operating Expenses	
Office/Meeting Supplies	\$1995
Indirect Costs	\$8979
<b>TOTAL EXPENSES</b>	<b>\$74,999</b>

**SECTION 5: CONFLICTS OF INTEREST, SPECIAL CONDITIONS AND ASSURANCES**

**Council of Juvenile Services Conflict of Interest Identification**



Council Member: Amy Witt

Description of potential conflict of interest: Amy Witt is the Chief Program Officer of Lutheran Social Services. Amy Witt derives compensation from her position at LSS, the entity that is party to this contract.

## SECTION 6. SIGNATURES

The officials who certify this document agree to adhere to all terms and conditions relating to this application. Duplication of responsibilities by one individual for any position listed below is NOT acceptable.

### Original Signatures are Required

County Commission Chair		
Name	Title	
Address	City/State/Zip	
E-mail	Phone	Fax
Signature	Date	
<b>B. Project Director</b>		
Name Staci Jonson	Title Vice President, Program Operations	
Address 705 E. 41 <sup>st</sup> Street, Suite 200	City/State/Zip Sioux Falls, SD 57105	
E-mail Staci.Jonson@LssSD.org	Phone 605-389-8468	Fax 605-444-7540
Signature 	Date 5/30/2025	
<b>C. Financial Officer</b>		
Name Nathan Beyer	Title Vice President, Finance & Support Services	
Address 705 E. 41 <sup>st</sup> Street, Suite 200	City/State/Zip Sioux Falls, SD 57105	
E-mail Nathan.Beyer@LssSD.org	Phone 605-444-7508	Fax 605-444-7540
Signature 	Date 5/30/2025	
<b>D. Other Official</b>		
Name	Title	
Address	City/State/Zip	
E-mail	Phone	Fax
Signature	Date	

## **SECTION 7. ATTACHMENTS**

**Description of Attachments** -- Identify and describe the significance of all additional materials you include as attachments. Please limit additional materials to items such as program effectiveness documentation; pertinent letters of support or commitment; research documentation; resource documentation; and any other materials. Attach all additional documents following this page.

<b>Attachment 1</b>
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Letter of Support from 7 <sup>th</sup> Judicial Circuit Court
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<b>Attachment 2</b>
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Letter of Support from Western South Dakota CJS
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<b>Attachment 3</b>
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Letter of Support from Department of Juvenile Diversion Coordinator of South Dakota
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<b>Attachment 4</b>
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Resume for Mark Kiepke
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<b>Attachment 5</b>
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Resume for Amy Red Owl
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<b>Attachment 6</b>
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Resume for Donald Stoelting
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**ENCLOSE RELEVANT ATTACHMENTS AFTER THIS PAGE**



**Seventh Judicial Circuit Court**  
**Court Services Department**

PO Box 230  
Rapid City SD 57709-0230  
(605) 394-2595  
Fax: (605) 394-3373

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**CIRCUIT JUDGES**

Robert Gusinsky, Presiding Judge  
Matthew M. Brown  
Jeffrey R. Connolly  
Joshua K. Hendrickson  
Eric Kelderman  
Heidi L. Linngren  
Scott A. Roetzel  
Stacy L. Wickre

**MAGISTRATE JUDGES**

Scott M. Bogue  
Todd J. Hyronimus  
Sarah E. Morrison  
Janki V. Sharma

**CHIEF COURT  
SERVICES OFFICER**

Tamie McMeekin

May 23, 2025

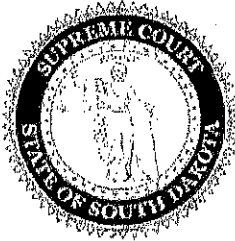
South Dakota Department of Corrections  
3200 East Highway 34  
Pierre, SD 5750-5070

The Seventh Circuit Court Services Department recognizes and values the vital services that Lutheran Social Services provides for families across South Dakota. We are in full support of Lutheran Social Services of South Dakota submitting an application for the Alternatives to Detention grant through the South Dakota Department of Corrections.

Thank you for giving your careful consideration to Lutheran Social Services' proposal.

Sincerely,

Tamie McMeekin  
Chief Court Services Officer  
Unified Judicial System - 7<sup>th</sup> Circuit Court



5/28/2025

South Dakota Department of Corrections  
3200 East Highway 34  
Pierre, SD 5750-5070

The South Dakota Unified Judicial System recognizes and values the vital services that Lutheran Social Services provides for families across South Dakota. We are in full support of Lutheran Social Services of South Dakota submitting an application for the Strengthening Families and ATD grant through the South Dakota Department of Corrections.

Thank you for giving your careful consideration to Lutheran Social Services' proposal.

Sincerely,

A handwritten signature in cursive script, appearing to read "Annie Brokenleg", is written over the word "Sincerely,".

Annie Brokenleg, MSW, CSW  
*Juvenile Diversion Coordinator -State of South Dakota*  
Office (605) 367-8366  
Cell (605) 212-4197  
425 N. Dakota Ave.  
Sioux Falls, SD 57104



Brian Mueller  
Sheriff

# **Western South Dakota Juvenile Services Center**

*Operated via agreement with the Pennington County Sheriff's Office*

3505 Cambell Street, Rapid City, SD 57701  
www.penningtoncountysheriff.com  
Ph. (605) 394-2639  
Fax (605) 394-5136



Joe Gutierrez  
Commander

May 23, 2025

South Dakota Department of Corrections  
3200 East Highway 34  
Pierre, SD 5750-5070

To: South Dakota Department of Corrections

The Western South Dakota Juvenile Services Center (WSDJSC) in Rapid City, South Dakota recognizes and values the vital services that Lutheran Social Services provides for families across South Dakota. We are in full support of Lutheran Social Services of South Dakota submitting an application for the Alternatives to Detention grant through the South Dakota Department of Corrections.

Thank you for giving your careful consideration to Lutheran Social Services' proposal.

Sincerely,

Joe Gutierrez  
Commander WSDJSC

# MARK J. KIEPKE

## QUALIFICATIONS

I have been working with at risk youth for the last twenty years, through my experience I have gained experience in working with challenging individuals and families.

## TRAINING

Safe Crisis Management: De-escalation and restraint training (Initial Certification – 2007), CPR/First Aid, Supervisory Trainings through Lutheran Social Services, PRIDE Training, Completed annual training hours per Lutheran Social Services training requirements.

## EDUCATION

1999-2004 Bachelors of Science Degree in Criminal Justice, University of South Dakota

## EMPLOYMENT

2017 –Current – Arise West Program Director, Lutheran Social Services.

Developing and maintain the overall program to ensure a safe environment for youth ages 10 to 17 in a reception/shelter care program. Provide direct supervision, ongoing evaluation and training to staff; recruiting, hiring and training.

2014 –2017- Foster Care Program Manager, Lutheran Social Services, Foster Care Program

Oversee the foster care program to include staff, foster parents and foster children. Perform intake, assessment, initial and ongoing education/training services for foster care providers. Perform recruitment activities for foster care providers. Perform intake and coordination services for foster care referrals.

2008-2014 - Associate Director, Lutheran Social Services, Summit Oaks I and II

Developing and maintain the overall program to ensure a safe and therapeutic environment for youth ages 10 to 17 in the intensive/psychiatric residential treatment program. Provide direct supervision, ongoing evaluation and training to staff; recruiting, hiring as well as initial orientation and training.

2007-2008 – Residential Supervisor, Lutheran Social Services, Summit Oaks II

Direct and maintain a therapeutic environment for youth ages 10-17 in the Intensive Residential Treatment program. Provide direct supervision, evaluation and training to designated residential staff. Assist in hiring, orientation and training. Attend and participate in designated team meetings and in-service training and crisis intervention.

2006-2007 Safety and Security Officer I, Lookout Mountain, Division of Youth Corrections

Work with youth with mental health issues in a long-term treatment facility, provide safety and security, control responsibility and co-facilitate of some groups, role model positive adult behavior, and de-escalate youth.

2005-2006 Youth Treatment Counselor, Tennyson Center for Children

Responsible for the implementation of a therapeutic milieu, group and individual treatment programs and the daily supervision and care of children living in a residential units and classroom (ages 5-14).

2003-2005 Youth Counselor, Lutheran Social Services-Woodfield Center

Work with youth in a long-term treatment facility, provide safety and supervision, de-escalate angry youth, help with chemical dependency issues, anger issues, sexual abuse issues, and teach life skills through reality therapy.

1997-2003 Unit Armorer/Supply Specialist/Admin, South Dakota Army National

Guard Issuing weapons and other equipment to soldiers, doing inventory on equipment and other guard duties.

# ANY BIRD OVER

304 7th Street, Suite 8D 57783 • 803-299-4936 • [www.great.com](http://www.great.com)

1. *Introduction*

2. *Method*

3. *Results*

4. *Discussion*

5. *Conclusion*

6. *References*

7. *Appendix*

8. *Tables*

9. *Figures*

10. *Supplementary Materials*

11. *Notes*

12. *Correspondence*

13. *Conflict of Interest*

14. *Acknowledgments*

15. *References*

16. *Appendix*

17. *Tables*

18. *Figures*

19. *Supplementary Materials*

20. *Notes*

21. *Correspondence*

22. *Conflict of Interest*

23. *Acknowledgments*

24. *References*

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$\mathcal{H}_1 = \{ \mathbf{h}_1, \mathbf{h}_2, \dots, \mathbf{h}_M \}$  and  $\mathcal{H}_2 = \{ \mathbf{h}_{M+1}, \mathbf{h}_{M+2}, \dots, \mathbf{h}_{M+N} \}$  are the two sets of hypotheses. The test statistic  $T(\mathbf{y})$  is a function of the observed data  $\mathbf{y}$ . The decision rule is to choose  $\mathcal{H}_1$  if  $T(\mathbf{y}) \leq \tau$  and  $\mathcal{H}_2$  otherwise, where  $\tau$  is the threshold. The probability of detection  $P_D$  and the probability of false alarm  $P_{FA}$  are defined as follows:
 
$$P_D = \Pr(T(\mathbf{y}) \leq \tau | \mathcal{H}_1) \quad (1)$$

$$P_{FA} = \Pr(T(\mathbf{y}) \leq \tau | \mathcal{H}_2) \quad (2)$$
 where  $\Pr(\cdot)$  denotes the probability. The Neyman-Pearson (NP) criterion is to maximize  $P_D$  for a fixed  $P_{FA}$ . The NP test is the most powerful invariant unbiased test for simple hypotheses. The NP test is given by:
 
$$T(\mathbf{y}) = \ln \frac{p(\mathbf{y} | \mathcal{H}_1)}{p(\mathbf{y} | \mathcal{H}_2)} \quad (3)$$
 where  $p(\mathbf{y} | \mathcal{H}_i)$  is the probability density function (PDF) of  $\mathbf{y}$  under hypothesis  $\mathcal{H}_i$ . The NP test is the most powerful invariant unbiased test for simple hypotheses. The NP test is given by:
 
$$T(\mathbf{y}) = \ln \frac{p(\mathbf{y} | \mathcal{H}_1)}{p(\mathbf{y} | \mathcal{H}_2)} \quad (3)$$

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**PROFESSIONAL SUMMARY**

I am an experienced and results-driven professional with a proven track record in 20 years of leadership. Possessing a solid background in managing, leadership, consulting, recruiting, and human resource management, I excel at team building, driving revenue growth, leading cross-functional teams, and optimizing operations. I am committed to continuous learning and innovation; I leverage all my experience to help the team achieve its objectives, solve complex challenges, and drive organizational success. I will be a collaborative leader known for fostering team excellence; I am dedicated to delivering measurable impact and exceeding objectives in a rapidly evolving business landscape.

**Skillsets:**

<ul style="list-style-type: none"><li>• Leadership</li><li>• Management</li><li>• Budget Analyzes</li><li>• Resource Management</li><li>• Human Resource Management</li><li>• Quality Assurance</li><li>• Standardizations and Evaluations</li><li>• Law Enforcement (16 years)</li><li>• Physical Security (20 years)</li></ul>	<ul style="list-style-type: none"><li>• Recruiting/Sales</li><li>• Communication</li><li>• Strategic Consulting</li><li>• Mentoring</li><li>• Logistics</li><li>• Security</li><li>• Data Analyzes</li><li>• Proficient in Microsoft Office to include- Excel, Word, PowerPoint and Outlook</li></ul>
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**WORK EXPERIENCE**

**LUTHERAN SOCIAL SERVICES OF SOUTH DAKOTA (Current)**

**Quality Assurance Coordinator and PREA Coordinator:** 11/2023 to Current, Rapid City, South Dakota

- Monitor compliance with internal policies, accreditation standards (e.g., COA), and regulatory requirements (e.g., DHS, CMS, state rules).
- Conduct routine audits, reviews, and data analysis to identify trends and ensure quality outcomes.
- Facilitate and track corrective action plans in response to audit findings or incidents.
- Support continuous quality improvement (CQI) initiatives across departments.

- Prepare and maintain documentation for licensing, accreditation, and quality assurance purposes.
- Collaborate with leadership and frontline staff to implement best practices and performance improvement strategies.

#### **PREA (Prison Rape Elimination Act) Responsibilities: November 2023 to Present**

- Ensure facility compliance with all PREA standards and federal regulations.
- Develop, implement, and maintain PREA-related policies, procedures, and training.
- Coordinate staff and resident PREA education and awareness programs.
- Monitor and respond to reports of sexual abuse, harassment, or misconduct in a timely, trauma-informed, and compliant manner.
- Serve as the point of contact for internal investigations and external PREA audits.
- Collaborate with law enforcement and oversight bodies as needed for investigations and reporting.
- Maintain confidential records and tracking systems related to PREA incidents and follow-up actions.

#### **UNITED STATES AIR FORCE, ACTIVE DUTY (20 YEARS)**

**Chief of Logistics, (Superintendent, Logistics in USAF Security Forces), 10/2022 – 7/2023**  
28th Security Forces Squadron – Ellsworth AFB, SD

- Logistics Operations manager overseeing a 16-member Logistics consisting of firearms trainers and managers, personnel movement management, Resource Advisors, 65 Vehicle fleet, and 6 million supply inventories.
- I equipped 227 SF, Department of Air Force Police for installation and resource defense of 20 B-1B aircraft valued at \$8.4 billion and the protection of 8.1 thousand assigned personnel and families.
- I directed inspections for 3.7K weapons and qualification training of 3 thousand personnel to deploy seven areas of responsibility and fulfill the National Defense Strategy.
- I managed and executed a \$312 thousand annual budget, meeting unit consumables, operating equipment obligations, and expenditures.
  - Secured 3 million in additional funding for higher headquarters
  - Senior Noncommissioned Officer of the Year (Senior Employee of the Year)

**Operations Manager (Section Chief, Operations in Security Forces), 11/2021 – 11/2022**  
28th Security Forces Squadron – Ellsworth AFB, SD

- I was responsible for organizing five operational departments while advocating for 224 military and civilian employees and \$8.8 billion in resources and real property across a 6,000-acre campus.
- Maintained schedules for departments, conducts new employee orientations, and inspects reports, correspondence, and paperwork for quality and accuracy, employing statistical data and reports to evaluate operational activities.
- Interacted and consulted daily with internal/external personnel on significant matters or employment opportunities.
- Communicated with supervisors, peers, or subordinates by providing information by telephone, in written form, e-mail, or in person.
- Managed security force for the first Airshow in more than 7 years. He directed 266 workers and merged 12 organizations. These efforts secured 70 thousand patrons, 29 aircraft valued at \$2 billion.
- Project officer for Air Force future primer bomber mission; fused with two organizations for mission setup. Drafted renovation requirements. Priming his organization forecasted employee increase of 250% and new nuclear objective.

- Mission Support Group's Lance P. Sijan winner

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**Operations Manager (Operations Superintendent in USAF Security Forces), and Strategic Consultant (Air Advisor) 4/2021 – 11/2021**  
 409<sup>th</sup> Security Forces Squadron – Niger, Africa

- Employed leadership skills while supervising Air Force European and Africa Command's most diverse Security Forces and Force Protection team, encompassing 52 career fields and 170 personnel to protect ten remotely piloted aircraft valued at \$1 billion.
- Partnered with host nation Niger, leads Integrated Defense operations, securing 2,000 acres of strategic defense positions for 23 units.
- Oversaw and handled 260 employee/1K security-related issues or other employee concerns while administering organization policies and implementing or executing solutions to complex problems.
- Led consultant to the United States Ambassador to Niger and the training and vetting of the Nigerian Defense Force.
- Strategic advisor to the Higher Headquarters, spanning force protection, human intelligence, and talent management.
- Guided 10 employee's rare anti-drone system, this eliminated aerial explosive threats. His team rebuilt to systems saving the Air Force \$60 million and secured 348 members and \$1 billion in assets.
- Realigned workforce authorizations, conducted a manpower study for 92 positions, created 63 slots and employed 126 works cutting work hours by 20%.
- Established Strategic Consulting program for the U.S. Ambassador to Niger. His team of 20 hosted 400 hours of training for 200 Nigerian employees resulting international partnership between the countries.



- Led his team to 6 Air Force Global Strike Command awards
- 2x 28th Bomb Wing team quarters
- 28<sup>th</sup> Bomb Wing Senior Noncommissioned Officer quarter
- 28 Bomb Wing Lance P Sijan
- Air Force Global Strike Command Billy Jack Carter award winner

**Chief Quality Assurance (Section Chief, Standardizations and Evaluations in USAF Security Forces), 08/2020 – 02/2021**

28th Security Forces Squadron – Ellsworth AFB, SD, 57719

- I evaluated 227 SFS members and state and Federal Reserve personnel. 16 Department of Air Force Police Officers for seven critical/non-critical duty positions supporting and protecting 10.5 billion in United States assets.
- Planned, executed, and evaluated contingency and readiness exercises; provides senior executives with personnel standards, qualifications, readiness, and compliance.
- Oversaw quality assurance inspections 24 work centers; validates Air Force and higher command compliance, tracks discrepancies, and guides/develops actions on strategic matters, critical issues, and shortfalls.
- Senior advisor for the Inspector General for strategic operation exercises; develops contingency evaluations criteria, authors after action reports senior executive leadership.
  - 28<sup>th</sup> Mission Support Group team of the quarter

**Director of Security Operations (Flight Chief in USAF Security Forces), 7/2019 – 08/2020**

28th Security Forces Squadron – Ellsworth AFB, SD, 57719

- Led 34 personnel implementing law and order, integrated defense operations covering six classified/30 controlled areas, and the management of 634 security alarm points.
- Supervised protecting Air Forces' largest combat B-1 bomber fleet valued at \$8.4 billion, MQ-9 remotely piloted drone aircraft. Additionally, providing command and control for National Defense facilities covering operations on five continents worth \$2.1 billion in real property over 6.2 thousand acres.
- Synchronized with civilian law enforcement agencies and defends a 5-mile base perimeter, 67 mi roadways, 500 housing units, and 8.1 thousand base personnel from criminal actions.
- Executive Leader incident chief officer for all emergency and contingency responses. He coordinated the transfer of control to subject matter experts for processing and resolution.
  - 5 consecutive team quarterly awards
  - 2 consecutive team annual awards
  - 4x Senior Noncommissioned Officer of the quarters

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**Regional Talent Acquisition Specialist (Special Operations Recruiters), 7/2015 – 6/2019**  
330th Special Warfare Recruiting Squadron/Enlisted Recruiting – Joint Base San Antonio, TX

- Responsible for scouting, mentoring, marketing and recruiting annual Air Force Operations Warfare workforce requirements.
- Establishes effective advertising, promotions, and public relations programs covering five state regions.
- The Air Force hiring manager prepares and interviews applicants for entry into the United States Air Force.
- Directed new acquisitions training, medical evaluations, mentoring, and qualification reviews.
  - Top producing at 194%
  - Top production recruiter 185%
  - Top production recruiter 158%
  - 3x outstanding recruiter award (Silver badge)
  - Air Force Recruiting Service Rookie of the year
  - Air Force Recruiting Service Standard of Excellence award (bronze medal)

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**EDUCATION**

**American Military University**  
Master of Arts Degree  
**Major:** Strategic Consultations

Charles Town, WV United States  
Graduation: Feb '24

**American Military University**  
Bachelor of Arts Degree  
**Major:** Criminal Justice

Charles Town, WV United States  
Graduation: 6/2019  
**Honors:** Summa Cum Laude

**Community College of the Air Force**  
Associate of Applied Science Degree  
**Area:** Human Resources

Gunter AFB, AL United States  
Completion: 4/2019

**Community College of the Air Force**  
Associate of Applied Science Degree  
**Area:** Criminal Justice

Gunter AFB, AL United States  
Completion: 5/2007

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**REFERENCES**

**Michael Crawford, Chief Master Sergeant, USAF**  
Senior Enlisted Leader

Phone: 903-922-0708

**Gregg Baker, Captain, USAF**  
Operations Officer

Phone: 832-257-4643

**Richard Crim, Senior Master Sergeant, USAF**  
Retired

Phone: 530-228-0921

