



North Dakota Department of Corrections and Rehabilitation



2011-2013
Biennial Report

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Department of Corrections
& Rehabilitation

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Jack Dalrymple, Governor
Leann K. Bertsch, Director

December 2, 2013

THE HONORABLE JACK DALRYMPLE
Governor of North Dakota
Executive Office
600 East Boulevard, First Floor
Bismarck, ND 58505-0001

Dear Governor Dalrymple:

I am pleased to submit the Department of Corrections and Rehabilitation 2011-2013 Biennial Report. This report provides a summary of the Department's activities for the biennium and a brief synopsis of our growing and vital role in our criminal justice system.

The Department's mission is to enhance public safety, to reduce the risk of future criminal behavior by holding adult and juvenile offenders accountable, and to provide opportunities for change. The comprehensive services provided by the Department to both youth and adult offenders give them the tools they need to turn their lives around once they are back in our neighborhoods. The department strives to return offenders to our communities better prepared to lead honest productive lives than they entered the system.

This report represents the current status of these efforts. I hope it improves the reader's understanding of that we're doing and why we're doing it and reflects the Department's efforts to keep North Dakota a safe place to live, work, and raise our children.

Sincerely,

A handwritten signature in blue ink that reads "Leann K. Bertsch".

Leann K. Bertsch
Director

Agency Overview

The Department of Corrections and Rehabilitation's mission is to enhance public safety, to reduce the risk of future criminal behavior by holding adult and juvenile offenders accountable, and to provide opportunities for change. North Dakota's corrections system carries out its mission by effectively and efficiently managing offenders by addressing offenders' risks and needs that contribute to their criminality. Comprised of institution and community services, the Department provides a continuum of custody, supervision and correctional programming for adult and juvenile offenders. Recognition of the ultimate release of most offenders makes targeted programming, release preparation and planning, and transitioning key.

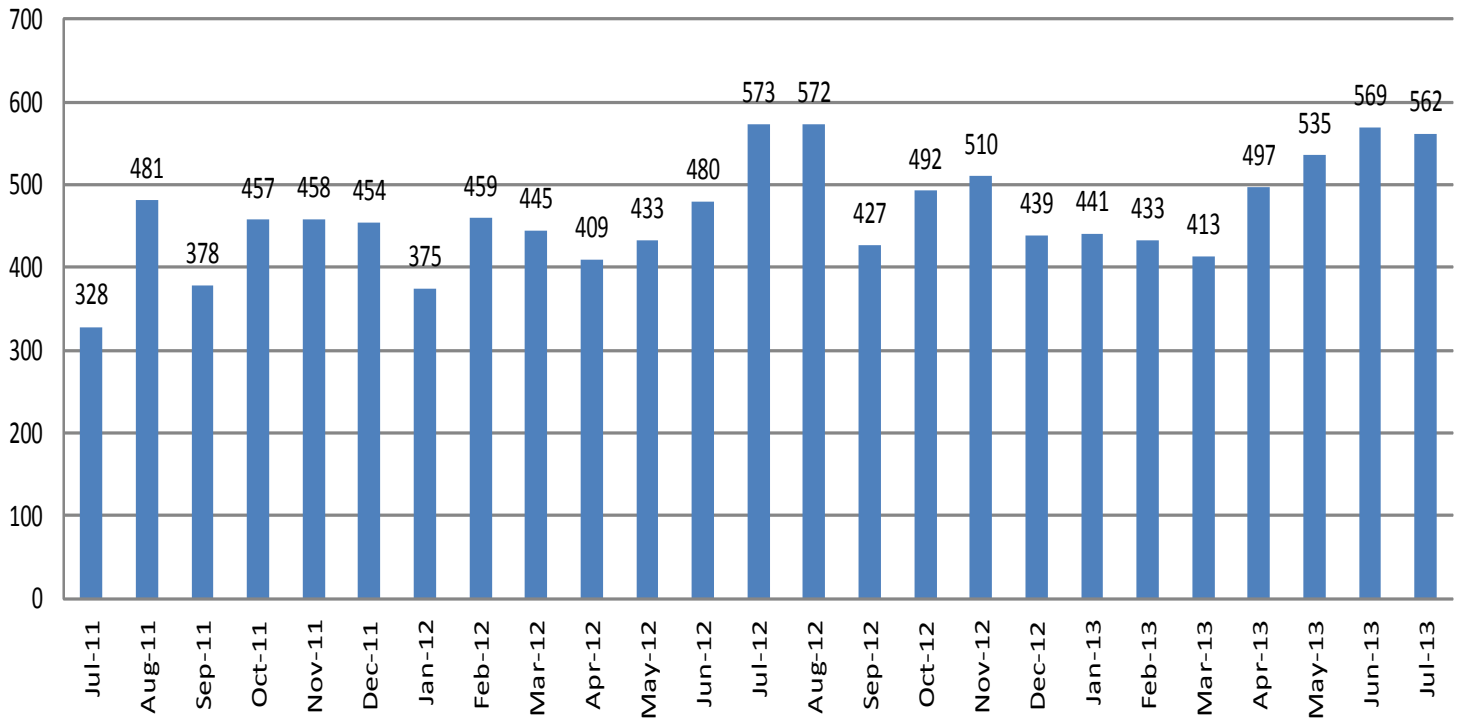
Effective corrections is about innovation and a willingness to look beyond what has always been done in an effort to find more effective methods of supervising offenders. The past two fiscal years for the North Dakota Department of Corrections and Rehabilitation were a time of significant advances in programs, facilities and services.

The \$64 million North Dakota State Penitentiary expansion and renovation project was completed in June 2013. The project included a 180 bed general housing unit, a 120 bed reception and orientation unit, a 108 bed administrative segregation unit, a 22 bed medical unit, a new warehouse, a new master control located outside the secure perimeter, a new security tower and a vehicle sally port.

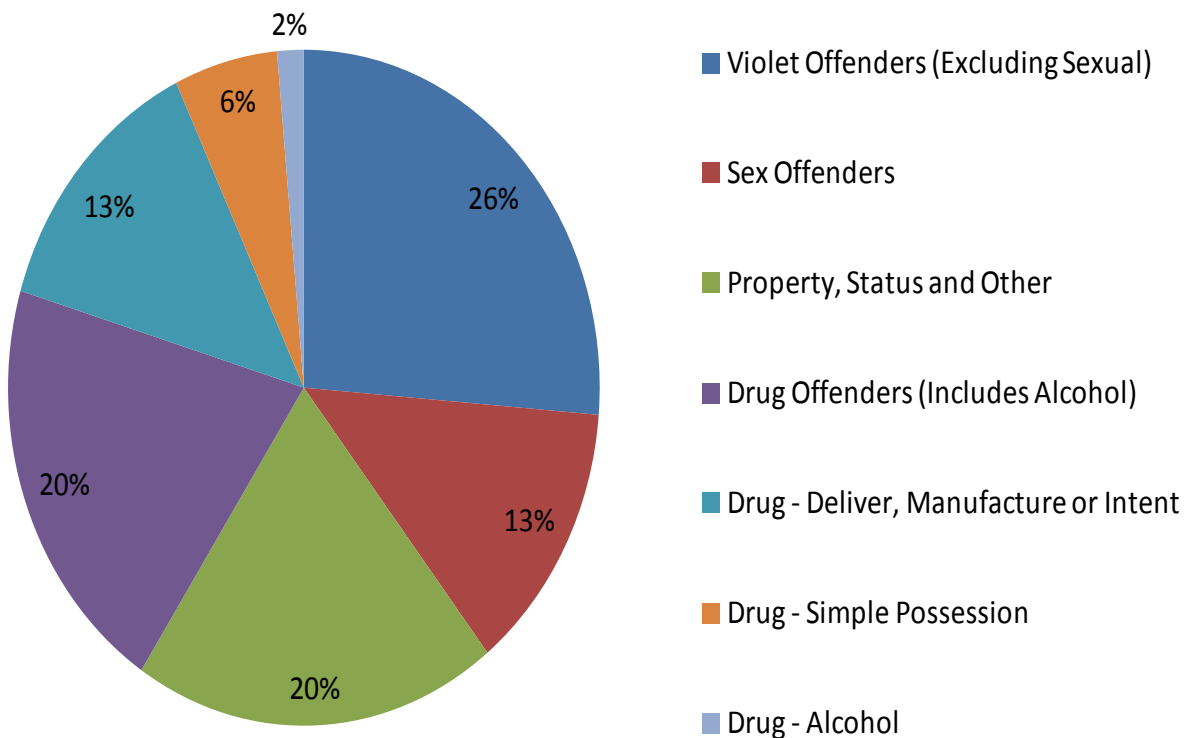
The Department continued its efforts to equip offenders with the tools necessary to succeed upon release. During the 2011-2013 biennium, the Program and Treatment Services division worked diligently to implement an evidence-based correctional practices redesign of inmate management strategies and treatment services. Initiatives associated with the redesign included training all staff in motivational interviewing and cognitive-behavioral approaches to behavior modification, as well as implementing manualized treatment curricula and improved fidelity monitoring and quality assurance of treatment programs. The Education division received the 2013 Award of Excellence from the National Read Right Corporation. The ND DOCR was recognized for the significant progress adult inmates and juveniles make in the Read Right program, improving their reading abilities to levels that can support success in college or in vocational training programs.

Although the state's inmate population had been relatively stable for the past six years, the department experienced a significant increase in the number of inmates at the end of the 2011-2013 biennium. Felony filings increased 33% over the course of the biennium foreshadowing the continued increase in inmate population during the 2013-2015 biennium.

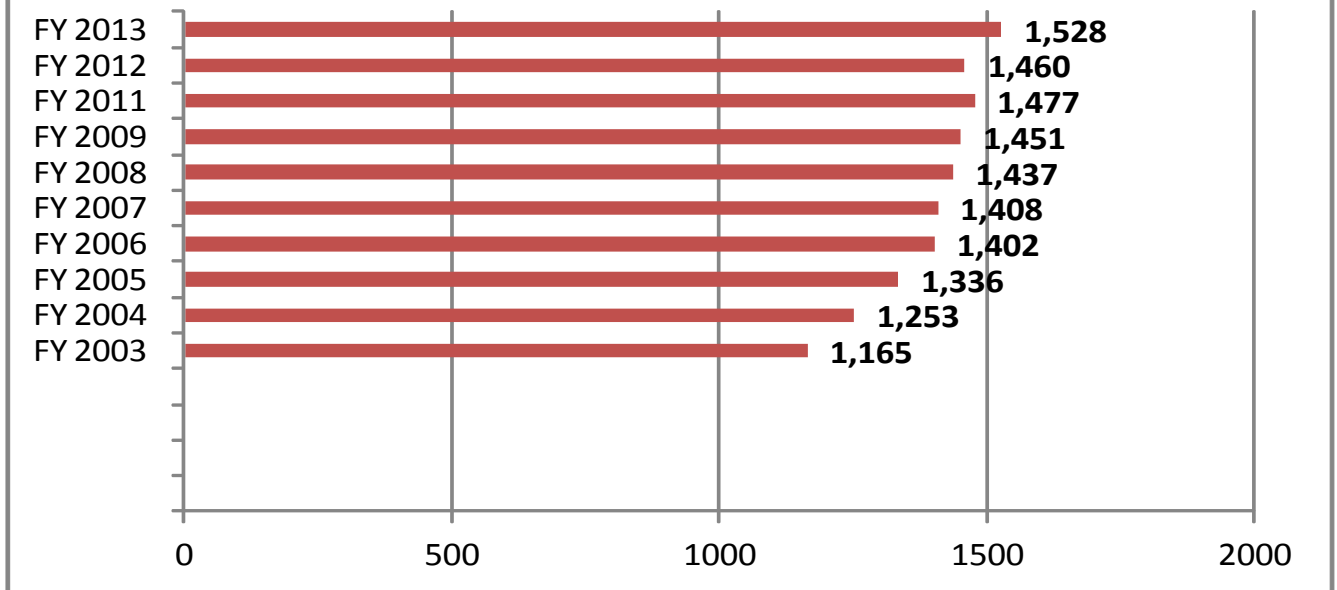
Felony Filings



2012 Crime Type



Average Daily Inmate Population



The number of offenders under parole or probation supervision increased substantially during the biennium. On July 1, 2011 there were 5,124 offenders under supervision. That number increased to 5,729 offenders on June 30, 2013, an increase of 11.8%. The increase was seen in both the male and female populations. Males increased from 3,823 offenders to 4,287, an increase of 12.1%. The females increased from 1,301 offenders to 1,442, an increase of 10.8%. Parole and Probation employed a number of strategies to safely supervise offenders in the community and completed a workload study analysis to identify determine how officers were spending their time, and to direct their focus onto supervision of high risk offenders.

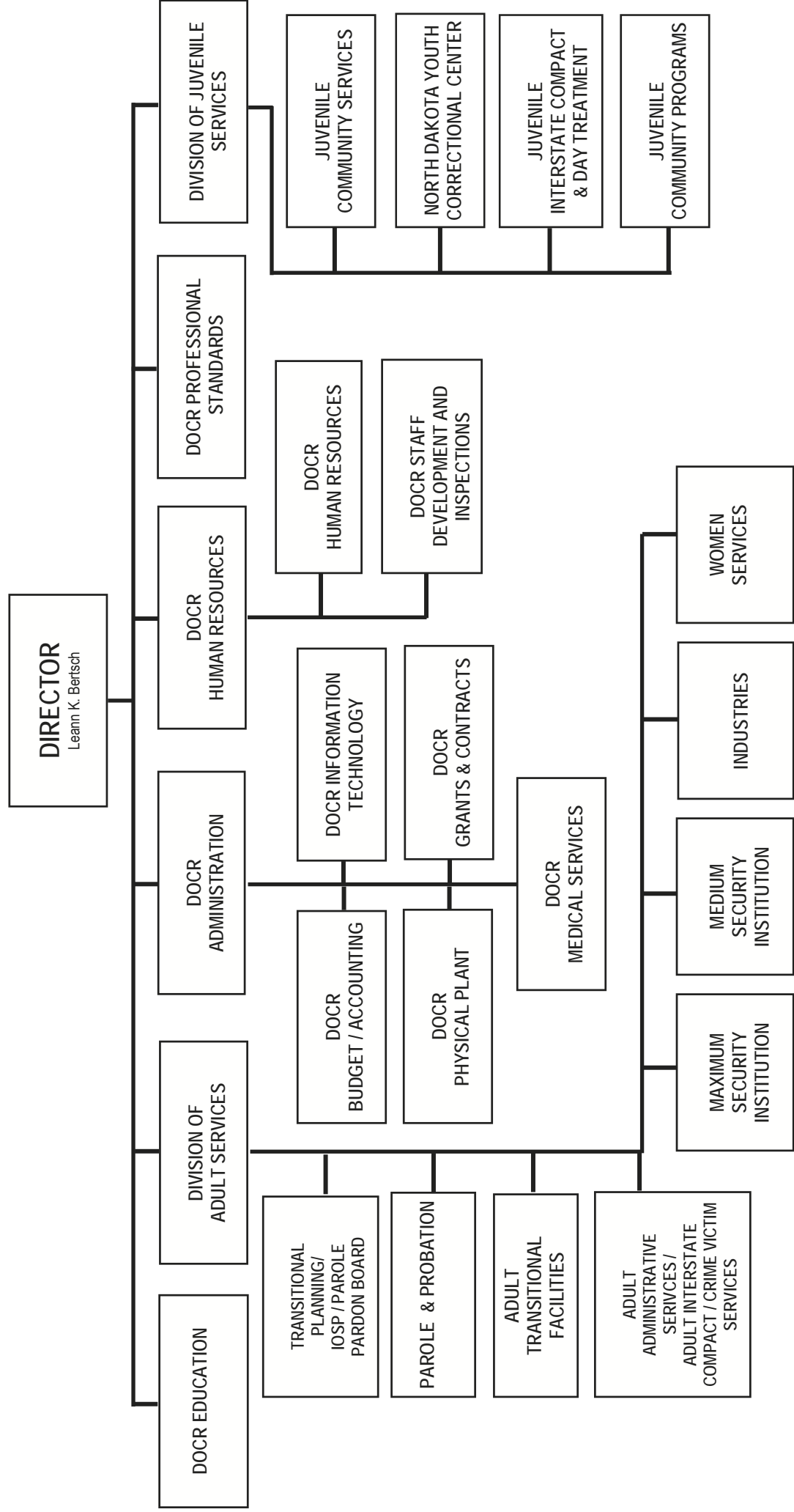
The Division of Juvenile Services is responsible for providing effective treatment services to delinquent youth while balancing the need for public safety. Assessment and classification is the corner stone of this process, as every decision made is based on these outcomes. Accurate assessment is crucial to managing safe and effective youth offender movement. Recognizing this, the Division of Juvenile Services synthesized assessment and classification services across its system, integrating the expertise available at the Youth Correctional Center with community corrections staff in order to complete the assessment process. The North Dakota Youth Correctional Center has participated in the Performance-based Standards (PbS) system of continuous facility improvement since 1998. During the 2011-2013 biennium, the Youth Correctional Center exceeded standards in many critical outcome areas compared to facilities across the United States.

The 2011-2013 biennium was marked by many challenges and accomplishments, however, the most significant challenge and accomplishment was the successful completion of the state penitentiary expansion and renovation while maintaining daily operations without any significant events. The staff worked tirelessly to adapt security practices to keep the facility secure during the almost three years of construction and demolition. Although grateful for the new and modern facility, the department will be challenged to respond to the “build it and they will come” phenomena that has occurred through the department’s history any time the number of prison beds have been added to the system.

The hard work and dedication of our Department is apparent in the many accomplishments set forth in this report.

North Dakota Department of Corrections and Rehabilitation

DOCR Organizational Chart



Administration

Central office administration provides a broad array of essential services to the North Dakota Department of Corrections and Rehabilitation. Those essential services are provided through the effective and efficient management of the following functional divisions. Those functional divisions are what comprise the department's central office administration.

- Financial Services
- Medical Services
- Plant Services
- Information Technology Services

Financial Services

This financial services division serves North Dakota taxpayers and the department by ensuring the accuracy, integrity and timeliness of the department's financial information. Fiscal accountability, compliance with laws and regulations, and sound financial management are the guiding principles of the financial services division.

The clear responsibility of the financial services division is the management of the department's \$239 million budget. Other responsibilities include accounting, budgeting, procurement, and grants and contract management. Responsibilities surrounding accounting include the processing of all the department's financial transactions, the maintenance of fixed asset inventory records, the preparation of monthly and year-end financial reports, the processing of payroll, the record keeping of all inmate / resident accounts, and the preparation of inmate / resident payroll. Budgeting includes the preparation of the department's biennial budget request, and the presentation of the budget request to the Governor's Office, the Office of Management and Budget, and the Legislative Assembly. Procurement is responsible for acquiring, in accordance with State law, the goods and services necessary for the operations of the department. Grants and contract management is responsible for the development and oversight of all department contracts and federal grants. The department's 2011-2013 general fund turnback totaled \$1.7 million.

Medical Services

The medical services division provides a constitutional standard of health care for adult and juvenile offenders in the care and custody of the DOCR in all four of the DOCR institutions. Services provided include, nursing care, primary care, pharmacy, dental, optometry, and psychiatry. The DOCR pharmacy is a centralized pharmacy dispensing prescriptions to all four DOCR facilities as well as the Dakota Women's Correctional and Rehabilitation Center and the Burleigh County Jail.



Medical services provide medical evaluations and medical stabilization on all incoming adult male offenders entering the DOCR system. Routine on-going and emergent medical, dental, and psychiatric health care is also provided to all offender housed at DOCR facilities. Many medical emergencies are handled on-site by trained medical staff. Telemedicine clinics for infectious disease, primary care, and psychiatry are hosted and conducted

at NDSP between all DOCR adult facilities. JRCC houses the special assistance unit which provides psychiatric and medical care to adult male offenders with mental health or behavioral needs in a correctional therapeutic environment. The medical needs of juveniles under the care and custody of the DOCR are addressed at YCC. Primary and emergent medical and dental care is provided to juveniles in residence.

During the 2011-2013 biennium continued implementation of chronic care clinics and preventative medicine was an emphasis in all DOCR medical facilities. These clinics, which include infectious disease clinic (offering treatment protocols for hepatitis C and HIV), hypertension clinic, diabetic clinic, respiratory clinic, and metabolic clinic (monitoring those offenders receiving treatment with antipsychotic medications) are highly effective measures in monitoring those offenders with chronic medical problems and are conducted by nurses trained in these areas. The immunizations clinics are also highly effective in controlling preventative and infectious diseases such as hepatitis B and influenza. The gardasil, meningococcal, and chickenpox vaccines are also offered at the NDYCC for the students who have not yet completed these highly recommended immunizations.

And as highly anticipated, the NDSP medical department moved into their newly constructed medical infirmary and medical clinic in June of 2013.

Plant Services

Plant facilities management is responsible for the design, installation, operation and maintenance of the physical facilities and the equipment used to provide a service.

The Department of Corrections and Rehabilitation (DOCR) is responsible to assure a successful maintenance and building program for facilities requiring a variety of security levels and varying program goals.

The physical plant services provide information and recommendations to respond to the legislative process in determining the potential long-term building needs for the DOCR.

Capital and extraordinary projects are some of the responsibilities of physical plant services, which serves as the liaison between agency director, architects and construction companies.

Facilities and Services:

The Physical Plant Services exists to provide daily operation and maintenance at four sites:

- North Dakota State Penitentiary, Bismarck, ND
- James River Correctional Center, Jamestown, ND
- Missouri River Correctional Center, Bismarck, ND
- Youth Correctional Center, Mandan, ND

The four facilities consist of:

- 72 separate buildings varying in age and complexity and range in age from turn of the century (20th) to state of the art construction and operating systems.
- A total of 1,100,000 square feet
- A total insured value of \$218,419,784.00
- The division is staffed with 25 FTE's assigned to locations based on need and workload. All are tradesmen with individual skills recognized by their trade.

Each of the locations is served by central heating and cooling plants consisting of coal and/or natural gas fired boilers, mechanical and/or absorption chiller systems and geothermal earth couple heating/cooling equipment.

Successes:

Because of the age of buildings and infrastructure, planning for upgrades to existing facilities is one of our primary work activities for the biennium.

- Each of the four facilities utilizes a 10 year master plan for capital improvements and infrastructure recommendations.
- Improvements are continually being made to the heating and cooling control systems at all four facilities to improve efficiency for energy saving measures.
- The department provides a training program for staff with special emphasis on safety in the workplace.
- Each of the facilities holds weekly safety meetings where work related issues are discussed and accidents and near misses are reviewed.

Extraordinary Project Completed:

- Youth Correctional Center
 - Tunnel cap repair and road replacement.
 - Replacement of air conditioning unit for gymnasium.
 - Upgrade of lock control panels in all four cottages.
- James River Correctional Center
 - First phase completed on ET unit ventilator project.
 - Administration sewer stack replacement.
 - Parking lot/perimeter road repairs and chip seal.

- IDR/sidewalk installation and repair.
 - Completion of ACA paint project.
 - Construction of maintenance offices and training room.
 - Chiller overhaul.
 - Crated a JRCC Maintenance Manual.
- Missouri River Correctional Center
 - Mold remediation in shower room in main building.
 - Installation of cabling for security cameras.
 - Replace fire hydrants.
 - North Dakota State Penitentiary
 - Upgrade fire panel in food service area.
 - Lighting upgrade in chapel and gymnasium.
 - Installation of carpet in training area.
 - Installation of cable television jacks in North, South, and West Units.
 - Security fence installation and upgrade.
 - Upgrade of DDC systems in food service, North and South Units.

North Dakota State Penitentiary Construction:

Project status:

- Project Budget: \$64 million
- Project Expenditure as of 9/19/13: \$62.7 million
- Demo of East Cell House: Fall of 2013

Project scope:

- The project provided 182,757 square feet of additional space to the facility. There was a total of 431 total beds and 180 total bed demolished. The total number of beds available at NDSP at the end of the project will be 862 beds.

Building Demolition:

- East Cell house
- DOCR Building
- Warehouse
- Warden's residence
- Deputy Warden's residence

Challenges:

The challenges facing the Department in the future center on aging buildings and equipment. The buildings at Missouri River Correctional Center, Youth Correctional Center and James River Correctional Center are in need of major building and infrastructure improvements during the coming years. 70 and 90 year old buildings are the norm with infrastructure replacement many

Plant Services Statistics:

- Completed an average of 900 work orders each month
- Managed a fleet of over 85 automobiles and utility vehicles, averaging over 350,000 miles annually
- Supervised approximately 75 residents and inmates on daily bases who are employed as a workforce in building maintenance, laundry operations, grounds care, heat plant operations and small construction projects.
 - All plant services work programs are designed to provide meaningful employment, training and supervision.

years beyond normal life cycle expectations. With major capital investments legislatively funded at NDSP there is a tendency to assume all facility needs have been addressed, however the other three facilities the Department of Corrections and Rehabilitation is responsible to maintain continue to have significant structural and infrastructural upgrades needed as well.

Technology is always changing and the department struggles to keep up with the technological advancements at the security video surveillance level. This would include both inside the facilities as well as perimeter security measures. A major investment in equipment and staff must be part of any long range planning as DOCR continues the move to a web based video monitoring system.

There is rule of thumb that says:

For every dollar you spend in proper maintenance planning you will save at least five dollars in subsequent expenditures.

Information Technology Services

The information technology services division is responsible for the administration and management of the department's large and complex information technology infrastructure. The main focus is to provide the department with the resources to effectively and efficiently access and use information, which is crucial to ensuring public safety. Technology employed by the information technology services division makes it possible for not only the department, but also for state and federal law enforcement agencies to have immediate access to department information which is critical to public safety.

During the 2011-2013 biennium, the information technology services division played a crucial role in the deployment and implementation of numerous technological enhancements made as a result of the NDSP building project. Technologies ranging from security and surveillance improvements to wireless networks to video conferencing have provided opportunities to improve operating efficiencies across all functional areas of the DOCR. Application development and support continue to remain a primary function of the IT division. Improvement to the electronic medical record application remained a focus during the biennium with roll-out of a complete update expected in this winter or spring of 2014. Another application garnering resources was the in-house developed contract tracking and reporting application (VICTR). In addition to application development and support the IT division is responsible for a growing physical information technology infrastructure. This information spans four correctional facilities and 23 regional offices located throughout the state.

Department of Corrections and Rehabilitation
Schedule of Expenditures (Unaudited)
For the Biennium Ended June 30, 2013

DESCRIPTION	AMOUNT
Division of Juvenile Services	
Youth Correctional Center	13,000,127
Community Services	8,084,707
Department Administration - Juvenile	<u>5,271,071</u>
Total Division of Juvenile Services	\$26,355,905
Division of Adult Services	
Division Administration	\$5,358,786
Parole and Probation	15,388,835
Transitional Planning	2,067,582
Maximum Security Facility (NDSP)	25,396,013
Medium Security Facility (JRCC)	22,055,519
Transitional Facilities (MRCC & Contract Facilities)	27,041,195
Treatment and Programming	3,876,912
Education	1,981,220
Women's Services (DWCRS)	8,650,737
Rough Rider Industries (RRI)	13,342,056
Department Administration - Adult	73,699,692
Total Division of Adult Services	<u>\$198,858,547</u>
Total Department of Corrections and Rehabilitation	<u>\$225,214,452</u>
General Funds	\$160,388,947
Federal Funds	\$6,873,383
Special Funds	\$57,952,122

Human Resources

The Department of Corrections and Rehabilitation (DOCR) Human Resources Division is responsible for oversight, development and management of human resource functions within the DOCR. It is responsible for enforcing State and Federal personnel regulations within the DOCR. Human Resources assist managers and personnel within the DOCR in accomplishing its goals as part of a strategic plan and consults with personnel on proper personnel procedures. At the end of the 2011-2013 biennium the DOCR had approximately 794.00 FTE (full time equivalent) regular positions that were assigned to the department in over 90 different position classification titles. During that same time period the DOCR averaged about 23 full-time temporary correctional officers and other security personnel in positions to assist in the safety and supervision of adult offenders and juveniles in secure facilities.

In the 63rd Legislative Session held in the spring of 2013 the DOCR was granted an additional 20 full time equivalent positions. Fourteen were approved for NDSP and the remaining six were assigned to the Parole and Probation division for the expanding case loads.

Areas of responsibility for the HR Division within the DOCR include coordination of salary administration, employee hiring, benefits, performance evaluation, staff development, talent management, disciplinary actions, grievance processes, statistical reporting, position classifications and reclassification requests.

In July 2011 and 2012, DOCR Human Resource personnel assisted various managers in the disbursement of a three percent general pay increase to DOCR personnel. The compensation package for personnel was based on employee performance and guidelines that were developed by Human Resources to address employees above or below standard performance.

The DOCR has representation on the Job Evaluation Committee coordinated by Human Resource Management Services (HRMS), a Division of Office and Management and Budget. The Committee is responsible for classifying and evaluating job classifications used within ND state government. Several classification used by the DOCR have been reevaluated by the Job Evaluation committee for classification. Classifications reevaluated or developed include but are not limited to: Juvenile Correctional Specialist, Youth Correctional Security Manager, Juvenile Correctional Case Manager, Addiction Counselor Trainee, Director of Education and DOCR Principals, Heat Plant Director, and the Information Technology Administrator classification. Minimum qualifications for one of the DOCR's largest

classifications, correctional officer, were simplified making the qualification much clearer on work experience required and took out an on the job training book completion requirement usually completed within the first six months of employment. Other classification minimum qualifications were changed to allow internal applicants the ability to apply for positions throughout the DOCR. Previous to the changes some of the minimum qualifications limited internal employees the ability to apply because of specific work experience requirements in either juvenile or adult corrections.

Throughout the 2011-2013 biennium HR Personnel assisted the training division in presenting training courses on human resource related topics to new personnel at the orientation phase of their training curriculum.

New Technology and Advancements:

Human Resource personnel continued to enhance the employee performance evaluation document completed electronically in the PeopleSoft Talent Management module. DOCR manager's continually met with HR personnel to improve the performance evaluation electronic format and overall managers were satisfied with how the evaluation process was completed in PeopleSoft. DOCR personnel were encouraged to set up their profiles in the Talent Management module. Setting up a profile assist managers and HR in identifying internally qualified staff for various promotional positions based upon their education, skills, and abilities. DOCR personnel have struggled entering the information into their profiles since they do not see the importance of the task. HR personnel continue to encourage personnel to complete their profile categories because the information can be used by managers to identify talent and qualifications of employees within the DOCR.

Human Resource personnel continue updating the DOCR's Living Disaster Recovery Program System (LDRPS) better known as the DOCR's emergency operations plan. Updating the information is an ongoing process and personnel were continually attending training sessions on LDRPS to further enhance the DOCR emergency plan in the event a disaster occurs. HR staff updated all of the personnel related policies for the DOCR in order to meet ACA accreditation standards.

The Youth Correctional Center staff participated in a pilot project testing the new Public Employees Retirement System (PERS) Link system which is scheduled to go on line in the fall of 2013. PERS Link is a self service application and will allow employees the ability to electronically make changes to their retirement account such as benefit changes made during open enrollment. PERS Link will save HR personnel work time since it will require less maintenance of employee accounts by HR personnel. Employees will generate their own changes in PERS.

The HR Unit implemented FileNet and scanned all employee payroll and personnel files into the electronic storage system. Using FileNet created more space by reducing filling cabinets, organized the personnel files into specific categories based on document type, and created an automatic file

retention and purging system.

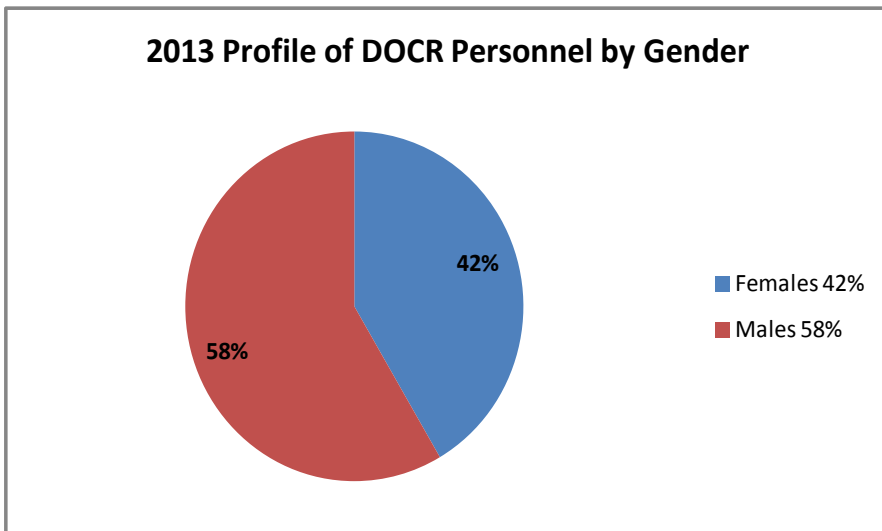
Recruiting and Retention of Employees:

HR personnel continued to develop strategies for recruiting personnel in various positions within the DOCR. Those strategies included providing internship placement programs for students from various Universities' in ND in several of the various job classifications. This process is continually ongoing every year and HR personnel continue to strive for potential employees in the correctional field by attending various career fairs held through-out the state of ND by higher education institutions. HR personnel present information to criminal justice clubs located in ND University Systems about the benefits of working for the ND Department of Corrections and Rehabilitation and the potential for students to obtain a career with the Department. Recruiting and retaining personnel for work in the correctional field is a constant task and HR personnel continue to strive for new ways of employing personnel to fill positions. The DOCR uses various web sites for recruiting personnel from outside the state of ND and uses its Internet websites to post vacated position announcements. In many instances the DOCR has placed security specific positions such as correctional officer job announcements in external websites that are visited by ex-military personnel that have since been discharged from the military after the US left Iraq. The DOCR advertised through the radio during the biennium in the Bismarck and Jamestown, ND region to attract applicants for various vacant positions. Radio advertizing worked tremendously well in recruiting nurses for the medical unit at NDSP in the winter of 2012 with a larger the average number of applicants applying for the nursing positions.

Filling vacant positions with the DOCR has not been as difficult as it was in previous biennium's. Because of the current economic conditions of ND and oil activity in the western part of the state, external applicants from across ND and the USA have been applying in large numbers. It was not uncommon to have 30 to 60 applicants for vacated positions which were posted externally. There are some positions that are difficult to fill. Those positions are mainly in the medical, mental health, and addiction counseling fields. One recent classification which was developed for the ND State agencies was the Addiction Counselor Trainee classification. This

classification minimum qualification allows for individuals that are not licensed in ND the ability to work in the field until their licensure is obtained. It also allows for those applicants with experience working as an addiction counselor from another state the ability to practice in ND until they obtain their licensure status in ND. Creating this classification will possibly help alleviate the shortage of licensed addiction counselors in ND.

The DOCR continues to prepare personnel for promotional positions.



Ongoing training will enhance tenured staff and prepare them for positions with higher levels of responsibility. One of the programs such as the Advance Program will continually be promoted to DOCR personnel to increase their skill level. DOCR training personnel continue to coordinate and develop management training curriculums. This will allow personnel every opportunity to grow and increase their skill levels for positions of higher responsibility.

Human Resources maintain contact with various University Systems and other private higher educational facilities in North Dakota attempting to recruit qualified applicants to fill vacated positions. DOCR personnel strive to recruit interns from ND university systems which not only assist the student in completion of their degree but allow the potential for the DOCR to recruit a qualified individual to work in a career of corrections for the State of North Dakota.

ADVANCE:



The DOCR continued with the ADVANCE program which has been in place for approximately four years. ADVANCE is a mentor-mentee staff development program intended to enhance employee professional development and address the growing need to spread organizational knowledge to employees at all levels. The program is “mentee-driven” which allows for mentees

developing individualized plans and goals that must be completed by them with the assistance of the mentor guiding the mentee towards the goal completion. The mentee and mentor pairs meet monthly through-out the one year program (March to February) and attend four training sessions conducted by the Bismarck State University Training Division as part of a cooperative agreement with the DOCR.

Since its inception approximately 37 mentee and mentor pairs have successfully completed the ADVANCE program. At the present time 10 employee mentee and mentor pairs are participating in the program with a projected completion date of March 2014. Our hope is that the employee level of interest in the ADVANCE program continues on an annual basis to encourage learning, collaboration, and knowledge sharing between personnel. The DOCR remains committed to researching and developing new and innovative ways to enhance the professional development of our employees and ADVANCE is very important part of that strategic objective.

Oil Patch Challenges:

The Human Resource Team developed policy for the DOCR allowing staff the ability to apply for rental assistance and oil patch costs differentials. It was becoming apparent not only was rent for housing increasing at a substantial rate for employees in oil impacted areas but the costs of everyday living expenses was on the increase. Since state wages could not keep

up with the costs of living in oil impacted areas the DOCR implemented a differential policy and procedure. It would have been very difficult to fill vacated positions and keep tenured staff in oil impacted areas without differential pay assistance from their employer.

Goals for the Future:

PeopleSoft Recruitment Solutions Module:

One of the next phases of implementation is the PeopleSoft Recruitment Solutions Module 9.2. This module is a web based program which will allow internal and external applicants the ability to apply for vacated state positions electronically. The program will compile all the information submitted by applicants in the application process for DOCR managers, set up interview appointments, and notify the applicants their progress in the interview process. The module allows managers to screen applicants by certain criteria for each position making sure qualified applicants will be interviewed. This module will save tremendous time for the DOCR HR personnel since applicants are currently screened and reviewed manually by hardcopy applications.

HR staff will continue to encourage DOCR personnel to set up their work profile in PeopleSoft in the Talent Management module. Setting up of their personnel profile will enhance the Recruitment Solutions module allowing managers to identify personnel for particular internal promotional positions based on their credentials. Presently, a low percentage of staff have set up their profile.

Minimum qualifications for various classification used by the DOCR are in a continued pattern of change. There are approximately 7 to 10 classifications whereby the minimum qualifications are being changed to allow for a broadened internal employee application pool. Minimum qualifications are expanded to allow for employees within the DOCR the ability to apply for internal positions within the Adult and Juvenile Divisions. Less restrictive minimum qualifications in position classifications prepares the DOCR for succession planning, improves morale for personnel, and allows staff promotional opportunities to enhance their careers.

ADVANCE Program:

Continue to develop and promote this program to increase skill levels of employees for higher levels of responsibility by matching mentees with tenured mentors.

PERS Link Employer Self Service:

Incorporate employee self service applications for DOCR personnel so employees can manage their public employees retirement account electronically. This process includes training DOCR personnel on the PERS Link application.

Job Description Questionnaire:

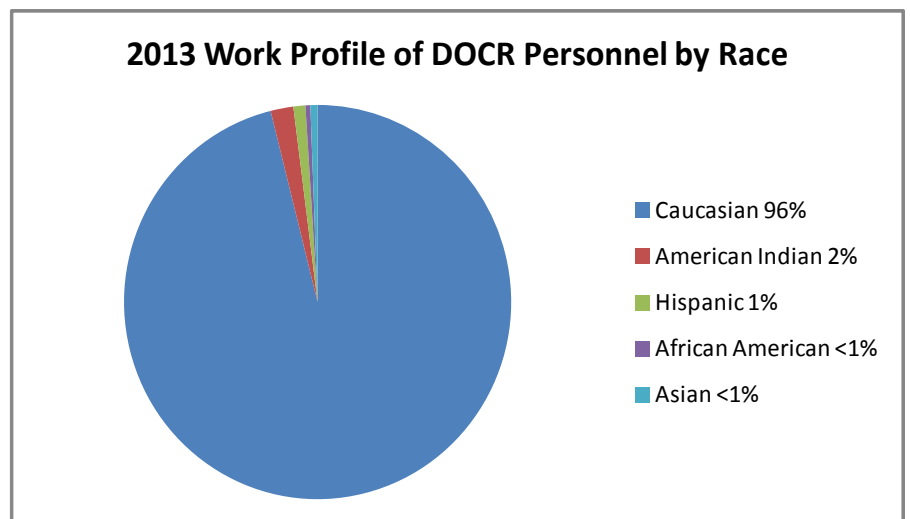
Updated job descriptions of all authorized positions in the DOCR are an important goal in order that job tasks are accurately identified for those positions. Once that is accomplished Human Resource Management Services will add the description to the PeopleSoft Talent Management employee performance evaluation format. At that time managers will have accurate job responsibilities they can rate on the employee evaluations when filling out the performance evaluation on-line in the PeopleSoft Talent Management Module.

Hiring Standards:

Develop policy on pre-employment physical fitness standards and pre-employment drug testing for new hires. Physical fitness standards will also be developed on current staff in certain positions.

Human Resources Operations Completed:

- Continued to conduct training for managers on the setup of the on-line performance evaluation through PeopleSoft Talent Management.
- Conduct training for managers on the Recruiting Modules within PeopleSoft which involves the online application process for vacated positions within the DOCR.
- Coordinated the process of general pay increases for all DOCR personnel in July 2011 and 2012. The payroll increases were based on employee performance.
- Implemented changes to many position classifications to meet the needs of the DOCR and coordinated those changes with HRMS for their approval. Some of those changes included adding higher levels of education to minimum qualifications.
- Developed several new personnel policy's and updated current policy for accreditation with the assistance of the DOCR policy review committee.
- HR personnel prepared and processed 275 position classification/ reclassifications requests for consideration by Human Resource Management Services
- HR assisted the DOCR in hiring 338 employees in authorized and temporary positions in the ninety plus job category classifications within the DOCR. As part of that process HR personnel assisted training staff in the orientation process for new hires on topics relating to the employees payroll, benefits and the various employee self service on line program applications which can be used to make changes to their benefit selection.
- HR assisted in the internal process promoting 225 personnel employed with the DOCR.



Staff Development & Facility Inspections



Staff Development and Facility Inspections is a portion of the DOCR Human Resources Division and the Director of Staff Development and Facility Inspections reports to the DOCR Director of Human Resources. Staff Development and Facility Inspections consists of four FTE's and one Training/Human Resources staff. In addition, 84 staff within the DOCR provide training in all correctional disciplines. These staff have completed instructor level training and are subject matter experts in their respective areas.

Staff Development and Facility Inspections is responsible for facilitating, delivery, and oversight of all training within and by the DOCR, including adult, juvenile, field and institution.

Staff Development and Facility Inspections is also responsible for promulgating and enforcing the North Dakota Correctional Facility Rules. These rules, based on North Dakota Century Code 12-44.1, authorize the DOCR to inspect all adult and juvenile correctional facilities in our state. The DOCR also provides technical assistance to the state's County Correctional Facilities. The DOCR and the County Correctional Administrators have developed a strong working relationship in order to provide a safe and secure environment for incarcerated inmates in all county facilities.

The DOCR placed all training resources within the Central Office. This has allowed for several exciting changes and a centralized method of developing staff and facility inspections. Some of the enhancements the reorganization has created are:

- Development of centralized training resources eliminating duplication of services within county facilities as well as DOCR Adult and Juvenile Divisions;
- Development of centralized training records;
- Development of interactive training website;
- Development of web-based training for DOCR staff as well as county facilities;
- Development of facility inspection teams within the DOCR, by providing this service county facilities will receive enhanced inspection services with expanded technical assistance compliance monitoring;

- Development of new staff instructors within the DOCR;
- Dramatically enhance the training experience within the DOCR by providing established subject matter experts the skills needed to professionally deliver training products;
- Development of a progressive continuing education program;
- Development of a DOCR Mentoring program;
- Development of a Staff Management Training Program;
- Develop, implement and manage the Prison Rape Elimination Act for the State of North Dakota;
- The DOCR recorded approximately 27,000 training hours from July 1, 2011, to June 30, 2013;
- Completion of the transition from the Division of Juvenile Services, James River Correctional Center, and the North Dakota State Penitentiary Training and Accreditation Department to the DOCR Staff Development and Inspections Department, a section of the DOCR Human Resources Division.
- Since July 1, 2007 the DOCR has worked closely with the North Dakota State Hospital staff in determining the training needs for the staff working in the Secure Ward which houses the Civil Commitment residents, we have prepared, organized and conducted a 24 hour security training program for this group of staff;
- Provided orientation training for nearly 950 volunteers, contractors, or part-time staff;
- The DOCR Staff Development and Facility Inspection Department is committed to providing assistance to the DOCR TPCI. By providing quality instructors to this initiative the goals of the DOCR Division of Adult Services will be achieved.
- The DOCR has introduced, trained and supported all staff in the implementation of Enterprise Learning Management (ELM) This web based programmed has allowed proper supervision, registration, presentation and documentation of all training in and outside the DOCR.
- Provided Secure Perimeter Training and Special Operations Response Team training to the South Dakota Department of Corrections.
- The DOCR has completed the training of all staff in the use of Core Correctional Practices (CCP) This evidence based practice communication technique enhances staffs ability to assist offenders as they work through the system. Through supportive authority, offenders receive maximum benefits while under the care of the DOCR. All staff will receive from 16 to 48 hours of initial training and attend weekly practice sessions utilizing the technique for approximately one year. The DOCR developed CCP Instructors in the 2011-2013 biennium and the CCP program will become self-supporting within the DOCR. Our stakeholders are also receiving the CCP training under the sponsorship of the DOCR. In the future, the DOCR will train all stakeholders in conjunction with DOCR training.



Juvenile Services

2,429 Youth Supported

AGENCY CUSTODIAL SERVICES

Committed Youth = 485

NON-CUSTODIAL SERVICES (YCC)

Detention Placements = 188
BOP/Tribal Placements = 24

COMMUNITY THERAPEUTIC SERVICES

Day Treatment = 336
Intensive In-Home = 212*
*741 family members

TRACKING SERVICES

Tracking = 186

INTERSTATE COMPACT

Compact = 998

DJS has been able to maintain one of the lowest recidivism rates in the nation with an average of 13%.

Operational Overview

During the biennium, the Division of Juvenile Services (DJS) provided intensive case management for youth committed to the agency's care, custody and control. Juvenile Courts operating within the District Courts transferred custody to DJS as a disposition option for delinquent youth. Once committed, youth went through a thorough assessment process in order for the agency to make informed decisions related to services and placement.

Each youth under agency custody was assigned a Juvenile Corrections Specialist (JCS). The JCS supervised the case and worked to further the goals of the treatment plan. The JCS developed a community placement agreement for youth who remained in their home or arranged for a suitable out-of-home placement somewhere along the continuum of care.

The continuum of care included the state's juvenile correctional facility, the North Dakota Youth Correctional Center (YCC), which is part of the DJS. YCC provides rehabilitative and educational programming in a secure setting for youth under DJS custody as well as youth placed by the Federal Bureau of Prisons (BOP) or tribal court. It also serves as the local detention facility for pre-adjudicated youth.

Over the course of their treatment, many youth made use of a number of programs in multiple levels of care. DJS operated under the philosophy that services should be provided in the least restrictive environment consistent with the practice of assuring safety of society and the well being of the youth.

DJS also supported several therapeutic intervention services for youth that were under the agency's custody. Funding was provided for Intensive In-Home, Day Treatment and Tracking Programs. These programs provided needed services that prevented youth from entering or further penetrating the juvenile justice system.

In addition, DJS managed the Interstate Compact for Juveniles (ICJ), a federal act which has established procedures for the cooperative supervision of juveniles on probation and parole between the 50 states and several US territories. DJS was responsible for training, requests, legal documents and interpretation of the rules and regulations in accordance with the ICJ.

Youth Assessment Process

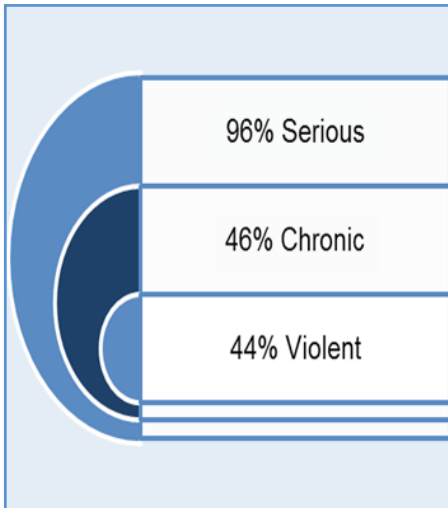
An Evidenced-Based Practices (EBPs) framework emphasizes that corrections agencies should match youth to services and programs based on the level of risk, level of need, and level of responsivity. Youth committed to the DJS will initially go through a 14-21 day assessment period at the youth assessment center, located on the YCC campus. The assessment center provides a centralized point for processing, evaluation, and referral. Staff utilize a number of tools for assessment to develop a comprehensive treatment plan that best links the juvenile to services and interventions that will provide them the treatment, skills and competencies to live a crime-free life. The assessment period concludes with a staffing to discuss the assessment findings and present the Treatment and Rehabilitation Plan. This plan is submitted to the committing court and a progress report follows every 90 days. The development of the plan takes into account responsivity, referring to the fact that youth respond differently to different treatments depending on their individual set of risks and needs. Since the wrong treatment could exacerbate a problem, careful matching of youth to specific treatment services is paramount to successful outcomes.

Evidence-Based Practices (EBPs):

the integration of best research evidence, clinical expertise, and individual needs and choices. EBPs are identified and used in numerous fields.

Goals of the Assessment Center:

1. To develop a more comprehensive assessment of needs for each juvenile
2. To provide for a more comprehensive treatment plan
3. To improve case management and prevent future problem behaviors
4. To make more efficient use of resources
5. To enable better monitoring of system performance



Risk/Needs Assessment Tool

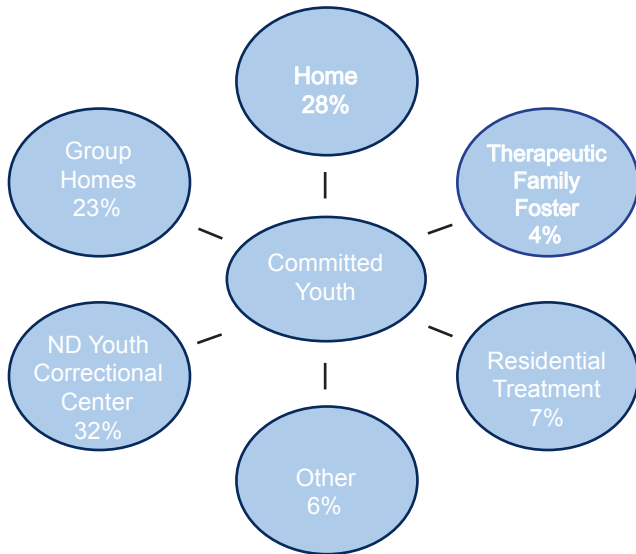
DJS uses an automated risk and needs assessment tool established specifically for juvenile offenders. It is designed to take advantage of research on factors most strongly linked to juvenile delinquent behavior. The tool creates a typology for each youth that is linked to specific responsivity and matching of interventions to measured risk and need. Typology data indicates that the majority of youth under DJS custody could be categorized as serious delinquent offenders based on

their risk and needs assessment. More than half of those youth are chronic offenders, meaning that if left unsupervised they would continue to commit crime. In addition, a good portion is also considered at risk of being violent. EBPs research suggests correctional resources are most effective when they are focused towards providing services to serious, chronic and violent offenders.

By failing to correctly identify and treat, an opportunity to alter delinquent conduct is wasted.

Case Management Services

Case management services operate through eight regional offices across the state. The Juvenile Corrections Specialist (JCS) works collaboratively with the local juvenile court, county social services, law enforcement, private human service agencies and schools to provide individualized rehabilitative



programming for youth. In order to individualize treatment planning, it is critical that staff have a range of placement 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 of services. These collaborative efforts cannot be underestimated in their significance to the system as a whole. The placement continuum spans from remaining in the parental home, to family foster care homes, and residential foster care facilities, to the North Dakota Youth Correctional Center. Placement decisions are made by balancing the principles of least restrictive, most appropriate placement with the need for insuring safety. The agency's philosophy is that youth should maintain connection to the home community as

much as possible, and if placed out of the home, successful community reentry should remain the focus for the duration of the order.

Several community-based services with a therapeutic approach are utilized to enable youth to stay in their home community and avoid out-of-home placement. Intensive In-Home Services uses high quality professionals to provide family-based services that will strengthen the family unit and promote self-sufficiency. The program has been viewed positively by families and has a high success ratio based on the prevention of out-of-home placements and/or further involvement with the juvenile justice system. Day Treatment Programming provides school-based treatment for students who are at-risk of out-of-home placement or more restrictive placement because of their behaviors. The program provides assessment, counseling, anger management, social skills training, behavior management, and academic remediation. DJS trains its entire staff to deliver Equip, a cognitive restructuring program that teaches youth to think and act responsibly through a peer-helping approach. In addition, all DJS staff are trained to employ Effective Communication/Motivational Strategies (ECMS). ECMS is based in Motivational Interviewing, a strategy that allows staff to be attuned to a youth's ambivalence and level of readiness for change. Motivational Interviewing is an evidence based intervention. 90% of youth who participate in cognitive restructuring show an increase in their cognitive reasoning after the program. The DJS uses ECMS and Equip to address youth behaviors, attitudes and social skill challenges. An additional program is utilized at the Youth Correctional Center (YCC). The Mandt System provides the foundation for the YCC's behavioral management program. Based on over 20 years of research, the Mandt System is a comprehensive, integrated approach to incident prevention and behavioral de-escalation. Mandt teaches the core values of dignity and respect, and allows YCC to manage youth behavior based on those values.

Data shows that at commitment, 69% of youth minimize their consequences and 57% blame others or the situation.

Facility-Based Correctional Services: Youth Correctional Center

The North Dakota Youth Correctional Center (YCC) consists of four housing units. Each unit is staffed with a program director and a team of staff and counselors who are responsible for activities, programming and behavioral management.

Mission:
To provide professional, team-oriented juvenile correctional services to troubled adolescents in a safe environment.

Youth placed at the facility require considerable programming in order to sufficiently develop the behavioral controls necessary for them to be released to a lesser level of care. Youth can also be placed for “time-out”, which provides a brief period of time for youth to regroup and recommit themselves to their treatment goals. This is for those youth who are in the community or a group home setting and their behavior has deteriorated to the degree that their placement is jeopardized.

As YCC also serves as a licensed juvenile detention facility for surrounding counties, youth can be placed at the facility by law enforcement or the courts to be held in detention on a pre-adjudicatory basis. These youth are housed separately from the general correctional population.

Risk Reduction Programs

The programs at YCC focus on criminogenic attitudes and behaviors with an additional emphasis on recovery and transition. The approach assists youth with issues of substance abuse, criminal thoughts and behavior, stress and violence, lifestyle (work/leisure/health), and spirituality. The composition of these programs allow for integration of learned concepts into applied behavior. Staff works together to assess progress, address behaviors, and elicit change. Significant focus is maintained on how behavior impacts others. Juveniles at YCC are prepared to return to a less restrictive placement in their communities with the skills to choose more appropriate behavior.

EQUIP (Cognitive Restructuring Program) *

Drug and Alcohol Programming *

Security Threat Group

Victim Impact Program

Pre-Treatment Sexual Offender Program

Grief/Loss (Growing through Loss)

Group and Individual Trauma Therapy *

Special Management Program

Roger Sorenson Challenge TREK

Circle of Courage Ropes Course

Family Workshops

Mental Health Services

Spirituality Services

Native American Programming

Marmot School: YCC Educational Programming

A central focus of activity at YCC is educational programming. The elementary, middle and high school is approved and accredited by the ND Department of Public Instruction. Educational staff work with many local school districts to gather the necessary information for student school admission. Schedules are designed for each student utilizing transcripts from all the schools the youth has attended, in addition to an academic battery of tests given to students at intake.

* Evidenced-Based Practice or Program

Scheduling options include: Regular Education Required Courses; Elective Courses (including STEM and STEMLAH classes); Special Education; Career and Technical Education; General Education Development (GED); Credit Recovery Curriculum and Instruction; Career Development Courses; and Work Experience.

The staff at YCC are committed to improving each student's academic success by creating a course of study that meets multiple individual's needs.

Continuous Facility Improvement

Performance-based Standards (PbS) for Youth Correction and Detention Facilities is a system for agencies and facilities to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome measures. PbS was launched in 1995 by the US Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve the deplorable conditions reported by the 1994 Conditions of Confinement study of 1,000 secure facilities. Directed by the Council of Juvenile Correctional Administrators (CJCA) with technical assistance from New Amsterdam Consulting, PbS asks participants to collect and analyze data to target specific areas for improvement.



Performance-based Standards

“Measure relevant processes/practices” and “Provide measurement feedback” are two principles of EBP’s. PbS helps accomplish both.

The PbS system of continuous learning and improvement provides:

- A set of goals and standards that individual facilities and agencies should strive to meet
- Tools to help facilities achieve these standards through regular self-assessment and self-improvement
- Reports that allow facilities to evaluate performance over time and in comparison to similar facilities
- Promotion and sharing of effective practices and support among facilities.

CJCA’s goal is to integrate PbS into daily facility operations to create a field-supported and self-sustaining continuous learning and improvement system in facilities nationwide. CJCA provides support to PbS sites through a variety of training and technical assistance efforts, which include a consultant assigned to each site to ease and guide PbS implementation.

Benefits of participation include:

- The ability to measure and track key indicators of facility performance
- Comparison with similar participating facilities across the country
- Definition of measurable goals and development of strategies to achieve them
- Access resources and assistance to make improvements
- Accountability and data available to help gain public support

YCC has participated in the PbS system of continuous facility improvements since 1998. YCC separates data collection into three programs: youth correctional center; youth detention center; and youth assessment center. This improves the quality of data and focuses goal setting through the biennium. The YCC has continually exceeded the national average in a majority of the operational areas and has achieved Level III and IV status’ for the biennium. Level IV is the highest designation a facility can receive. In 2011, the assessment program achieved a national award for its assessment center, and the youth correctional center was a finalist for the same national recognition in 2013.

Administering the Interstate Compact for Juveniles

The Division of Juvenile Services administrates the Interstate Compact for Juveniles in North Dakota. Established in 1955, Interstate Compact is the agreement pertaining to the legally authorized transfer of supervision and care, as well as the return of juveniles from one state to another. The Interstate Compact has been adopted by all members states that have enacted legislation. Specifically, the Compact monitors/approves the movement of juveniles whom have run away from home, been placed on probation/parole and want to reside in another state or travel to another state, have absconded or escaped from an institution or court in another state, are pending a hearing and ran to another state, or require institutional care in another state.

During the July 1, 2011 to June 30, 2013 biennium, there were a total of 688 youth that were handled under the Interstate Compact as runaways, absconders, or escapees, or via a travel permit, either to or from another state. This is a dramatic increase from the previous two biennium's, in which less than half of that number were processed. In addition, there were 310 youth handled under the Interstate Compact as parolees and probationers in need of supervision, both incoming or outgoing, during the biennium.

Statutory Responsibilities and Related Recent Legislation

2011 Legislative Session:

- **SB2087** Senate Bill 2087 amended subsection 3 of Section 27-20-38 to include the language, "for the purpose of placement into foster care". The amendment clarifies the specific circumstance under which the notification of relatives becomes a duty of the legal custodian, namely when the legal custodian proposes foster care placement.

2013 Legislative Session

- **SB2356** Senate Bill 2356 provided a \$300,000 appropriate to the Department of Human Services for grants to children's advocacy centers.
- **SB2125** Senate Bill 2125 requires caretakers of children to report missing or deceased children to law enforcement. Missing children has a 24-hour period; deceased children are to reported within two hours of learning about the child's death.
- **SB2320** Senate Bill 2320 requires law enforcement to report registration information for juvenile sex offenders and felony offenders against children to a school principal or superintendent.
- **SB2161** Senate Bill 2161 adds reports of "near death" resulting from abuse or neglect to child fatality review panels.
- **HB1302** House Bill 1302 adds the 24/7 sobriety program to the juvenile courts for alcohol-related testing.

E ducation

The North Dakota Department of Corrections and Rehabilitation (ND DOCR) Education Department is directly responsible for delivering education services for each population— juvenile (ND YCC) and adult (JRCC, MRCC, and NDSP). The educators for the two diverse populations have merged into one education department; while the framework is still growing, the sharing of resources, strategies, best practices, and supervisors has been put in place. The department has a Director of Education that oversees all operations and two principals— one tasked with youth education day-to-day operations and one tasked similarly for adult education day-to-day operations.

The ND DOCR operates under the following vision and mission:

- ND DOCR Education Department’s Vision: A Successful Reentry for Every Student.
- ND DOCR Education Department’s Mission: Provide Quality Student-Centered Educational Opportunities and Resources.

The educators within the ND DOCR share common beliefs that will drive all planning, implementing, and improving of educational standards and curriculum delivery. These belief statements are:

PRINCIPLES WE STRIVE TO ACHIEVE.

Student-Centered

All decisions will be driven by needs.

Dignity & Respect

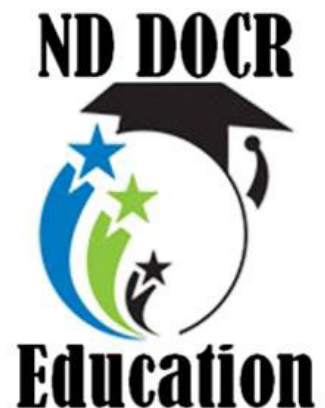
Every student and stakeholder will be treated with dignity and respect.

Teamwork

Collaboration of all stakeholders is essential for students’ successful re-entry.

Life-long Learning

An ever changing world necessitates continual learning for all students and staff.



PROFESSIONAL LEARNING COMMUNITIES.

Within this biennium, ND DOCR educators participated in a twenty-four hours worth of professional development based on Carl Olson’s two books, *Impact! Activities to Enhance Teaching and Learning* as well as *Energizers—Calisthenics for the Mind*. Through this training, educators were engaged with the author, experimenting with the instructional strategies, and challenged to put those strategies to use in their

classrooms. The second year of the biennium, educators had a sixteen hour growth opportunity with author Kim Gibson-Boles and his book Igniting Learning in the Prison Classroom. The author gave evidence-based research of how each learner’s brain is compelled to learn and through what strategies can our educators compel our students to learn the most progressively. Both of these professional opportunities along with monthly practice of motivational interviewing skills has allowed the ND DOCR Education Department grow in philosophy and methods—measured through each educator’s professional growth and performance review.

DEPARTMENT-WIDE ACCOMPLISHMENTS—READ RIGHT.

The ND DOCR Education Department was awarded the 2013 Award of Excellence from the National Read Right Corporation. In spite of the short window of time, the ND DOCR is helping teens in juvenile detention facilities and adults in North Dakota’s prisons improve significantly in reading.



“Since 2005, North Dakota’s Department of Corrections has served 900 teens and adults in a remarkable way,” notes Dee Tadlock, Ph.D., founder of Read Right Systems and developer of Read Right methodology, chosen for use by the ND DOCR. “They are generating reading improvement that literally changes lives with just a few hours of tutoring.”

Back Row: Rebecca Donovan, ND YCC; Ann Keller, ND YCC; Laurie Larson, ND YCC; Courtney Storhoff, JRCC. Front Row: Rose Kreitinger, NDSP; Alyssa Kramer, DOCR Read Right Trainer; and Lenore Kuntz, ND YCC

To assure that it is using its education dollars wisely, the ND DOCR has for eight years used a standardized, norm-referenced reading test to document effectiveness of the reading program, implemented by ND DOCR staff members. They’ve documented significant progress at all five of the state’s facilities:

Correctional Facility Avg. Grades Gained & Avg. Hours Tutored*

- Reading Test: Gates-MacGinitie Reading Tests, Comprehension Sub-Set
- | | |
|--|--|
| <u>Youth Correctional Center</u> n=628 | 2.6 grades (from Grade 8.8 to 11.4) & 18/14 hours |
| <u>North Dakota State Penitentiary</u> n=64 | 4.8 grades (from Grade 5.2 to 10) & 24/40.2 |
| <u>James River Correctional Center</u> n=83 | 4.3 grades (from Grade 6 to 10.3) & 20.8/26.3 |
| <u>Dakota Women’s CRC</u> n=90 | 3.3 grades (from Grade 7.2 to 10.5) & 18.4/10.8 |
| <u>Missouri River Correctional Center</u> n=34 | 1.9 grades (from Grade 7.4 to 9.3) & 31.4/19.6 |

*Avg. Hours Tutored includes ALL students tutored throughout the year, as follows: Students completing the program/students not completing due to discharge, transfer, or other reason.

The data shows that, on average, ND DOCR inmates of all ages—teens through adults—are improving in their reading abilities to levels that can support success in college or in vocational training programs. “It is a very exciting outcome for states seeking solutions,” added Dr. Tadlock.

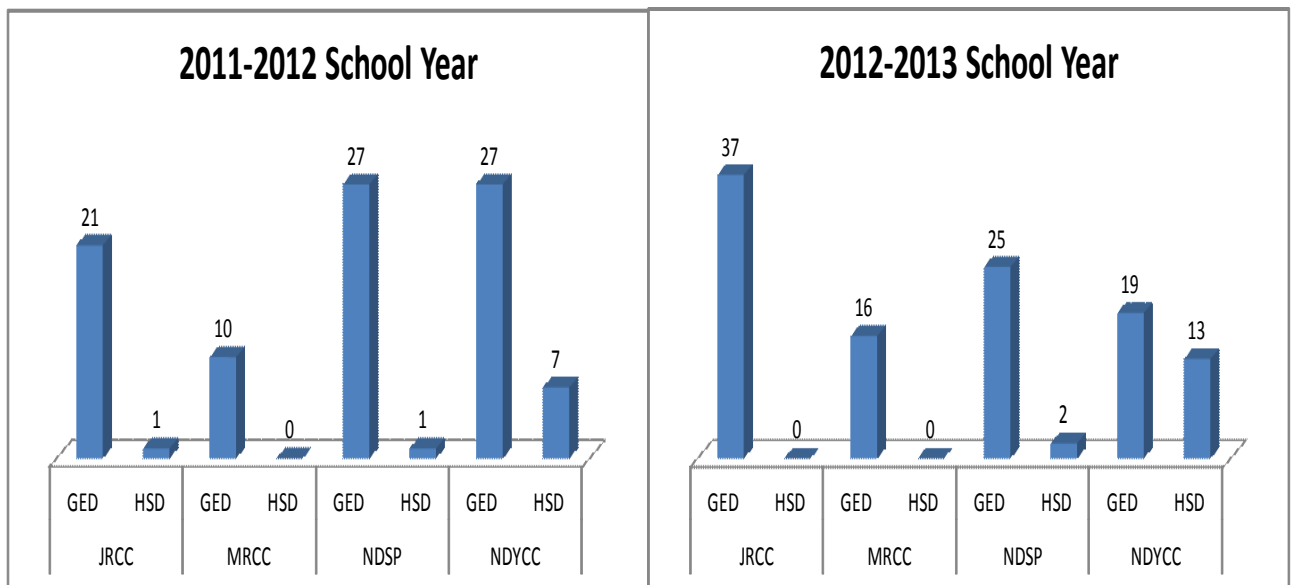
Read Right tutoring was brought to North Dakota under extraordinary circumstances. A former student of the Youth Correctional Center (YCC) transformed his life and began a successful career. The former student provided a large gift to the YCC that made it possible for it to obtain Read Right training for its staff in 2005. Services in Read Right was implemented in the adult population in 2010.

An engraved trophy was presented to the ND DOCR for its exemplary work. Notes Dr. Tadlock, “But a trophy does not compare to the lives the ND DOCR tutors have changed. That’s the real reward.”

DEPARTMENT-WIDE ACCOMPLISHMENTS—GRADUATES.

A distance learning model was implemented to use the highly qualified teachers of ND YCC to provide instruction to those inmates between the ages of 18-20 who had transcripts reflecting one or two subjects away from a high school diploma. In this effort, four students received their high school diploma while incarcerated at the ND State Penitentiary and James River Correctional Center.

ND DOCR Education Department provides educational programming in four facilities in separate locations. All four facilities are accredited Adult Learning Centers, GED Testing Sites, and have the ability of offering high school diploma opportunities to those that would qualify through the North Dakota Youth Correctional Center. The diploma from ND YCC is issued through the approval of the ND Department of Public Instruction as Marmot High School.



****GED is General Equivalency Diploma. HSD is High School Diploma.****

DEPARTMENT-WIDE ACCOMPLISHMENTS—CAREER READINESS.

A cohort group of educators representing all four facilities researched, designed, and prepared a career readiness curriculum that offers our students, no matter the age, an opportunity to learn about needed skills within career interest inventories, practice within letter and resume writing, as well as interviewing skills through role playing and mock interview environments. Students are also taught about money management, setting goals, and important soft-skills that most employers desire within their employees. All students entering the GED program at ND YCC are required to go through the course called Career Development to learn through this curriculum. All students going through the adult DOCR facilities are screened within the intake process of their incarcerated stay to identify their needs. Depending on their needs, some inmates may only need a few modules of this curriculum where others may need the curriculum in its entirety.

DEPARTMENT-WIDE ACCOMPLISHMENTS—TEACHER OF THE YEAR RECIPIENTS

The North Dakota Youth Correctional Center had three teacher of the year recipients this year. **Lori Fleck**, Family and Consumer Sciences teacher, was named teacher of the year from the Correctional Education Association (CEA). She was presented with her award at the Cleveland, Ohio national convention of CEA.

Megan Holkup, Commercial Arts and K-12 Music teacher, was named new teacher of the year in the program of Trades and Industry from the Career and Technology Education association (CTE). **Karen Hook**, Business and Office Technology teacher as well as GED Instructor, was named overall CTE Teacher of the Year. Megan and Karen were presented their awards at the state conference for CTE.



Lori Fleck



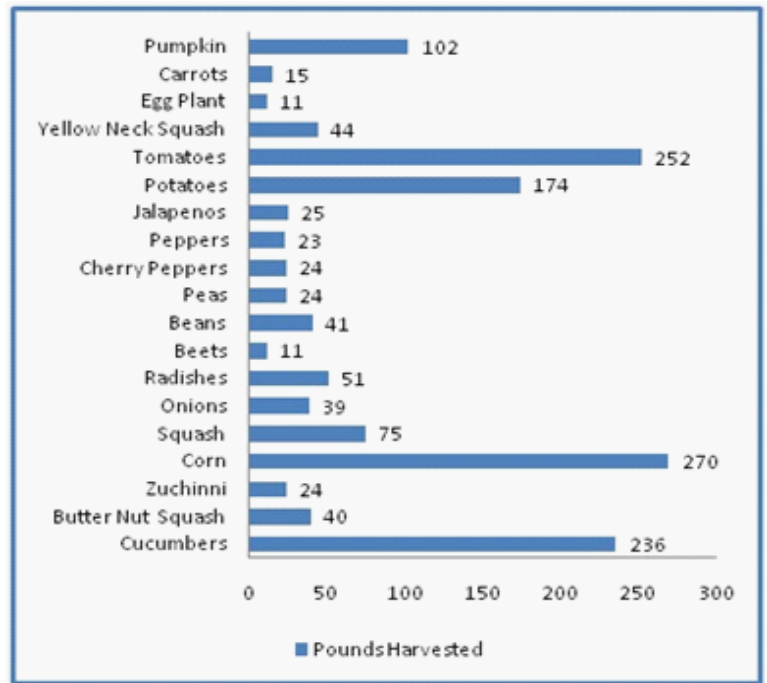
Megan Holkup



Karen Hook

DEPARTMENT-WIDE ACCOMPLISHMENTS—YCC GARDEN

The garden project has become a campus-wide project. This year was another great season. There were volunteers from a church group who volunteered—the interaction amongst the volunteers and the students was a meaningful experience. Below is a chart of pounds harvested from the 2012 Garden Project.



YOUTH YOUTH CORRECTIONAL CENTER EDUCATIONAL PROGRAMMING: MARMOT SCHOOL

A central focus of activity at the North Dakota Youth Correctional Center is educational programming. ND YCC is an approved and accredited elementary, middle, and high school through the North Dakota Department of Public Instruction. In addition, the school has earned the highest level of accreditation recognized by the North Central Association Commission on Accreditation and School Improvement.

Educational staff can potentially work with any school district of an incoming student to gather the necessary information for student school admission. The following reflects a typical student profile upon admission:

Student Profile at Admission

- Students arrive on average 2.4 grades behind their age group.
- Approximately 39% of students have special education needs, compared to just under 14% statewide. In addition, 16% of students have more than one disability (WDIS). Emotion Disturbance is the primary disability diagnosed for the special education population.
- Students often have attended several different schools and experienced several out-of-home placements before arrival.

Schedules are designed for each student utilizing transcripts from all schools the youth has attended, in addition to a review of the academic battery of tests given to all intake students.

Scheduling options include:

- Regular Education Required Courses
- Elective Courses (including STEM classes)
- Special Education
- Career and Technical Education
- General Education Development (GED)
- Credit Recovery Curriculum and Instruction
- Career Development Courses
- Work Experience

Education Enhancement

An **Independent Living Initiative** was launched for all students who stay for programming at ND YCC beyond assessment. Many of our students come to us not only behind in academic concepts but also very behind in life skills to be success within the community. Our school's vision statement is "A successful re-entry for every student." Knowing that successful re-entry goes beyond the textbooks, we set out to design an independent living course that would be offered to all students. Each student begins with a performance based measurement of the learning concepts identified as the most pertinent for successful independent living. Once the measurement of each student's skills are identified, the student then receives instruction and coaching in the areas the student only needs "improvement" or has only been "exposed to." Those skills that a student shows mastery within will not be offered to that student a second time—thereby increasing the instruction and coaching in the areas needed most by the student. The areas cover a large spectrum from Academic and Technical Skills (study skills, gaining academic support resources, technology safety, and career planning) to Caring for Personal Needs (physical fitness and nutrition, hygiene and grooming, appropriate dress, common illnesses and treatment, and personal safety) to Buying, Preparing, and Consuming Food (purchase, cleaning, storing, preparing food as well as eating habits and meal planning).

STEM-LAH (Science, Technology, Engineering, Math, Language Arts, and History) as created as an additional enrichment to the STEM class that was created last biennium. STEM-LAH offers the students a rich curriculum of math and science concepts that are encircled within the core knowledge, ability, and skills (KSAs) of the research component and historical piece behind the STEM themes, while also teaching the communication, writing and presentation components of Language Arts. This would allow for content specialization and additional high quality educational opportunities for the STEM students.

Enrichment activities are encouraged for the development of well-rounded students. These activities range from Veteran's Day Awareness to Cultural Sharing Week.

Academic Success

The staff are committed to improving each student's academic success. Each student receives a course of study which meets his/her needs.

Students can range in age from 12-20 years old.

- 417 youth were served during the 2011-12 school year.
- 352 youth were served during the 2012-13 school year.

Graduation culminates each school year in May. Families are invited to attend this celebration with their children who are sometimes the first in their family to graduate.

- In 2011-12, 7 students achieved Marmot School diplomas; an additional 23 students successfully completed GEDs.
- In 2012-13, 13 students achieved Marmot School diplomas; an additional 19 students successfully completed GEDs.

At times, there are circumstances that arise which halts youth completion of a high school education or GED through YCC due to eligibility regulations for foster care placement.

“The North Dakota Youth Correctional Center received high ratings in their recent AdvancEd/NCA CASI visitation. The school received the highest rating (highly functional) on all seven of the AdvancED Accreditation standards...The staff of NDYCC should be commended for their work in serving their student population.”

Dr. Angie Koppang, AdvancED North Dakota State Director

NORTH DAKOTA DEPARTMENT OF CORRECTIONS AND REHABILITATION: ADULT SERVICES EDUCATIONAL PROGRAMMING

Renewed efforts were implemented to focus on preparation for reentry and to reduce recidivism. Education plays a key role in this process. All inmates go through a battery of assessments upon arrival in the prison system. Programming is designed to address inmate educational needs indicated by the results of the assessment process.

Recidivism Reduction is Driving Force

The adult inmate students that we serve are coming into the education department reading, on the average, at the second grade fourth month (2.4 GLE). Having grown adults reading at such a low level makes all the academic preparation based deeply in strategies within teacher instruction.

If our students are, in fact, handicapped readers, they, in turn, become less confident due to a lack of understanding with vocabulary as well as conceptual knowledge. Leone, Meisel, and Drakeford (2002) referenced the negative impact and life-long effects on incarcerated students who are both academically and socially behind their non-incarcerated peers:

Helping incarcerated students acquire educational skills is one of the most effective approaches to the prevention of delinquency and the reduction of recidivism. Literacy skills are an essential component of education to meet the demands of a complex, high-tech world. Higher levels of literacy are associated with lower rates of juvenile delinquency, rearrests, and recidivism. (p. 46)

Reading, according to Leone et al., is a basic skill that incarcerated youth will need in order to function in society. Unfortunately, incarcerated youth who return to the community and cannot demonstrate a minimal level of reading proficiency are not likely to find success in school or employment. This piece of literature did not offer what would be a “minimal level” for reading proficiency, but one could predict the minimum grade equivalency would be close to fifth to sixth grade since that is what most newspapers are written.

Information courtesy of “Special education programs for incarcerated students with disabilities in corrections:” by Leone, Meisel, & Drakeford from the Journal of Correctional Education.

Education Literacy Needs

Efforts have been made to enhance educational opportunities. These efforts have included implementing a program termed “Read Right.”

The Read Right Program employs the constructivist theory within a concise reading module to be implemented within the program.

The program began in June 2010. Three tutors have been trained and have successfully become nationally certified. Since that time, several hundred inmate students have graduated as symptom-free readers.

Educational Programming Accomplishments

Educational programs are based on established curriculum standards approved through various educational entities: ND Department of Public Instruction, ND University System, Career and Technical Education, and perpetual networking and collaboration of best practices within the Correctional Educational Association.

- Computer Based Testing was implemented for the new GED testing requirements at each facility.
- “Meeting of the Minds” enrichment activities were launched to give students an opportunity to broaden their educational backgrounds through various themes.
- Two staff achieved National Read Right Tutor Certification.
- For the 11-12 and 12-13 program years:
 - 136 students achieved their GED.
 - 4 students achieved their high school diploma
 - That is a 94% success rate.
- Enrichment physics classes are being provided by a volunteer professor from an area university.
- All education policies are aligned to ACA standards.
- Weekly teacher meetings with other key staff are held to best triage student needs through teaming.

An average of 213 inmate students per month participate in educational programming within the adult prison system.

An online data portal, referred to as LACES, is being used to track student achievement, academic progress, and educator effectiveness.

A library proposal was approved that would have all libraries in all adult male facilities (JRCC, MRCC, and NDSP) under the supervision of the education department. Through this change, library techs were hired. This is newly implemented with it started just a few months prior to the end of this biennium, but the results are outstanding with inmates increasing their library patronage and independent reading.

Read Right Literacy Statistics

- There have been **46 students graduate** as excellent, symptom-free readers. The program has consulted 352 students.
- Comprehension testing has shown a 98% increase in testing scores with an average grade level equivalency increase of 4.1
- ND Adult Inmate Rad Right tutoring is 2.4 hours per grade level gained compared to a national average of 5.3.

Risk of Recidivism is reduced 9.9% with prison-based basic adult education and employment training. ("Increasing Public Safety Through Successful Offender Reentry," Bureau of Justice Assistance, 2007)

EDUCATION PLANNING FOR THE FUTURE

As the next biennium begins, ND DOCR Education is continuing to form a strong unity of educational services between youth and adult inmate student services. Common Core standards will begin to drive instruction within the ND YCC curriculum as well as GED and Career and Technical Education classes who have also aligned to common core. To do this, the education department is striving for parity amongst its curriculum offerings so that as students transfer from one facility to the next, he/she will be able to continue on his/her program of study plan. In addition, resources both within content specialists as well as best practices, are being shared across the agency to create the highest level of educational services possible. Education is accomplishing this implementation by planning with the following strategic goals placed in the forefront of all thinking and planning.

Technology is helping teachers to expand beyond linear, text-based learning and to engage students who learn best in other ways. Technology's role in schools has evolved from a contained "computer class" into a versatile learning tool that has changed how educators demonstrate concepts, assign projects, and assess progress. The ND DOCR Education Department not only wants to continue to expand its toolbox to arm students with skills to be prepared and successful upon their return to their communities, but also be equipped to continue to offer programming that is going completely online, such as the GED and skills assessments required for federal reporting.

Simulator readiness learning such as AutoCAD, CDL driving, and other learning modules are being planned for implementation to offer additional employability readiness to all DOCR Education Sites. In addition, a post secondary semester scheduling is going to be implemented to offer one post

secondary course per semester for our GED and HSD graduates where our DOCR teachers will be serving as adjunct faculty for the college courses.

PRT (Prevent, Teach, and Reinforce) is the latest response to intervention. This model conducts functional behavioral assessment and intervention plans to assist in student learning success. The PRT strategies assist students who are struggling educationally and behaviorally. In addition, Digital Literacy will be a focus this biennium where we will work students through the digital literacy basic, advanced, and expert levels of Microsoft literacy.

STRATEGIC GOAL

Prescribed assessments provide the foundation for student-centered academic planning that may include:

By planning improvement to all schools within the ND DOCR, the education department has already been able to certify Read Right tutors, offer IVN courses across the state using highly qualified teachers of ND YCC, and have offered high school diplomas to some of the younger inmate students currently incarcerated at the adult facilities. In addition, education has also needed to identify strategic planning for common roadblocks of improvement efforts such as:

- We are an educational entity within an incarcerated setting.
- Safety and security concerns can affect educational decisions.
- Students are shared between multiple departments to meet case planning needs. (i.e. Work, Treatment, etc)
- Students have variable lengths of stay.

Being cognizant of potential roadblocks to guide us, education will continue to plan o school improvement within instructional offerings as well as educator performance review.

Transitional Facilities

Transitional Facilities Staff:

Warden of Transitional Facilities
Contract & Audit Manager

TRCC

1 Program Manager
3 Correctional Case Managers

MRCC

1 Deputy Warden
4 Captains
3 Correctional Case Managers
1 Corrections Agent II
2 Food Service Directors
6 Correctional Officer III's
17 Correctional Officer's
2 Temporary Employee's
2 Human Relations Counselors
1 Addiction Counselor III

Transitional Facilities are a group of minimum custody facilities providing housing and programming for male and female offenders and are a part of the North Dakota Department of Corrections and Rehabilitation (DOCR). Transitional Facilities continue to support its mission of providing transitional opportunities for offenders in which they can apply themselves to the task of becoming productive members of the community. This is achieved through participation in evidence-based services that assist in recidivism reduction.

Transitional Facilities are comprised of the Missouri River Correctional Center and several contract facilities throughout the state. Transitional Facilities staff works with offenders to

better prepare them for a successful reintegration from prison back to their communities. Offenders who are not doing well in their own community may also be diverted into a transitional facility for assessment and an opportunity to participate in risk-reduction programming. This option keeps our communities safe by placing offenders who are not abiding by the rules of probation and parole in a more secure setting.

Transitional opportunities are integral to successfully implementing the re-entry phase of the Transition from Prison to Community Initiative (TPCI). The contract facilities are a very important stakeholder in the DOCR TPCI efforts. Transitional Facilities staff works collaboratively with community partners to enhance re-entry opportunities for offenders and develop an effective continuum of correctional services. Evidence-based programming and services assisting in recidivism reduction and targeting criminogenic risk and needs are provided at all transitional facilities.

Through the Contract Housing Quality Review Committee, we have made great strides in making contract language more consistent for all of the contracted facilities. By doing this, the DOCR can develop better auditing systems and a more uniform approach to managing facilities across the state. The Contract and Audit Manager for Transitional Facilities developed

a uniform auditing system focusing on evidence-based programming and security operations.

For programming assessments, the DOCR uses the Correctional Program Checklist assessments developed by the University of Cincinnati. The objective of this assessment protocol is to conduct a detailed review of programming and services offered at a facility, and comparing it to the practices with the research literature on best practices in corrections. The Transitional Facilities providing substance abuse and cognitive behavioral programming were audited during this biennium.

In addition, Transitional Facilities created a tool using the National Institute of Corrections security audit tool for conducting security audits. Several staff completed the NIC security audit training and are in the process of conducting security audits throughout the state.

A DOCR computer has been installed in each contract facility to ensure contract facility staff has access to DOCR IT programs. This was a significant step and great solution to improve offender case management by increasing communication and information sharing between DOCR and the contract facilities.

The Release and Integration (R&I) program for severely mentally ill offenders continues to provide services for offenders returning to their communities from prison. The staff overseeing this program is part of the Transitional Facilities work group. This staff coordinates for all DOCR offenders meeting the criteria a continuum of care with community resources to ensure aftercare needs are met. During this biennium, approximately 200 offenders received transition from prison to community services through the R&I program.

Transitional facilities haven't had a presence in the western part of the state until this biennium. DOCR entered into an agreement with Southwest Multi-County Correction Center in Dickinson, ND for a transitional program utilizing space in their county jail. This program is restricted to inmates, but has served a benefit to those who qualify and are returning to the area.

During the 2011 legislative session, there were changes to the DUI laws. As a result of the changes in law, Transitional Facilities will be developing and entering into a contract to provide residential treatment programming to inmates sentenced to the DOCR under this law. We are anticipating the need of up to 50 contract beds for this program.

Missouri River Correctional Center (MRCC)

The Missouri River Correctional Center (MRCC) is a minimum custody facility located in South Bismarck that houses male inmates sentenced to the North Dakota Department of Corrections and Rehabilitation. MRCC was established in 1943 and is nearing 70 years of existence. The main housing facility was built in 1992 and is comprised of 12 dorms surrounding the control center, in a wagon-wheel design, with a capacity of 151 inmates.

As part of the Transitional Facilities group, MRCC supports the mission

of protecting the public by providing a safe and healthy environment for minimum security inmates to apply themselves to the task of rehabilitation. This is accomplished by maintaining proper custody, work, education, and treatment programs, which encourage residents to make the needed changes to be law abiding and successful in society.

MRCC set the standard for facility safety during this biennium. We are proud that we did not have any escapes, assaults on staff, or suicides.

To start this biennium, staff and inmates remained relocated due to the Missouri River flood. Approximately 110 MRCC inmates were being housed in the gymnasium on the grounds of the North Dakota Youth Correctional Center. Both YCC and MRCC staff worked very closely together to ensure that juvenile residents and adult inmates were separated by sight and sound. During this time there were also 50 minimum custody inmates housed in a temporary housing unit at the James River Correction Center Administration Building. Even in these temporary and challenging settings, staff was successful in providing a safe and secure housing environment for inmates, as well as allowing inmates to continue with employment and education and treatment programs.



During this temporary relocation, inmates with staff supervision worked diligently to restore the beauty, majesty, and potential to the grounds of the MRCC. The grounds of MRCC were in a state of utter destruction, so the cleanup efforts focused on the removal of the 75,000 sandbags that encompassed the buildings, removal of sand deposited from the water, and the clearing of hundreds of dead trees throughout the property.

Due to the work completed by the inmates and staff prior to and during the evacuation, the main housing unit, maintenance shop, and library did not receive any damage. The recreation building and the auto mechanics building were damaged by flood waters which included mold issues. Inmates and staff received mold remediation training and were able to restore both buildings by the spring of 2012.

The initial steps of constructing a levee on 48th Avenue through MRCC property to the Missouri River have been implemented. The levee is designed to protect MRCC and the residential properties north of MRCC. The protection that this levee will offer is highly anticipated.

In January 2013, MRCC added seven bunk beds to provide needed bed space until construction at the North Dakota State Penitentiary (NDSP) was complete. These beds were taken out of service in June of 2013.

Over the past two years MRCC has implemented two treatment programs established with the University of Cincinnati. These include Cognitive Behavioral Interventions for Substance Abuse and Thinking for a Change. These programs practice healthy communication skills by using realistic situations the offenders have identified as risky or likely to lead them to trouble.

Our use of Core Correctional Practices (CCP) and Motivational Interviewing expanded throughout the facility in various other ways. Our staff have been trained in the eight CCP skills and are encouraged to use them throughout their day in interacting with offenders. Staff has been encouraged to approach offenders with the belief that they can change and make positive choices. Offenders are recognized for their positive behaviors and are rewarded with Positive Behavior Reports.

MRCC continued to partner with Lutheran Social Services to provide restorative justice empathy seminars, which address the needs of crime victims and provide inmates, who meet certain criteria, an opportunity to look at the effect their actions have had on their victim's lives. There were 67 participants who successfully completed the program.

Through a continued partnership with Bismarck State College, inmates at MRCC were provided the opportunity to participate in Vocational Education programming. During this biennium, there were 48 graduates of the welding program and 19 graduates of at least one section of the Automotive Technology program.

Keith Grabowska retired in December 2011 after 22 years as the Director of MRCC and a total of 32 years with ND DOCR. Troy Schulz began his duties in January 2012 as the Deputy Warden of Transitional Facilities, which included the duties of the Director of MRCC.

During the 2011 legislative session inmates sentenced as part of the truth in sentencing, or 85% sentencing guidelines, became eligible to participate in work release programs during their last six months of incarceration. There is a very strict criterion the inmates must meet prior to being interviewed by the work release committee. The committee makes a recommendation to the Warden of Transitional Facilities and Director of the DOCR for final approval. There were 16 inmates who successfully participated in the work release program. There were four inmates who were unsuccessful; three inmates were terminated due to disciplinary reasons and one inmate chose to quit the work release program.

An interactive television system was installed at MRCC. This system allows staff to participate in DOCR meetings without having to travel off site. Inmates are able to participate in court and parole board hearings without being transported to separate locations. We hope to expand programming in the future using this system.

MRCC made a major shift in our unit management and security staffing structure during this biennium. After completing a time study of the case managers and correctional case workers, we realized that much of the correctional case workers' time was spent on security functions. In order to better utilize staff, we changed the job duties for the case managers with a majority of their time focusing on their case loads and less time on security. The correctional case workers were changed to Correctional Officer III positions, focusing on security functions, field training, and security shift leadership.



The DOCR collaborated with the North Dakota Game and Fish Department to institute an experimental archery hunting season on land owned and managed by the DOCR. Beginning in October 2013, the special archery season will open to help reduce population numbers of deer, turkey, and waterfowl. The hope is that this hunting season will be a success so that it may continue in future years. The benefits of this program are that it offers another hunting opportunity for the public, and also reduces the herd populations which will help reduce the negative effects on neighboring residential properties and the potential of car collisions. In addition, Game and Fish may utilize the MRCC property to host archery training events for beginners, focusing primarily on children and women.

For the second consecutive year an expanded inmate garden, encompassing approximately one and a half acres, has been used to offset the budget. The inmate garden is overseen by three inmate laborers with minimal staff oversight. The inmate workers have taken on a sense of pride and accomplishment with their work. Thousands of pounds of produce have been grown and consumed within the NDSP and MRCC inmate dining rooms. The cost to operate the garden has been calculated at approximately \$3,700. The return on this investment will easily surpass more than three times the initial investment. Efforts to improve the garden will be reviewed annually with the goal of surpassing the savings of the previous year.

MRCC continued its partnership with the Bismarck Tribune, Dan's Supermarket, Mini's Storage and Salvation Army in the Play Pen Project. MRCC provides staff supervision and inmate labor to fix used toys that are donated at drop locations at Dan's Supermarkets in Bismarck. The toys are fixed and cleaned and then taken to the Salvation Army for low income families at Christmas. With the flooding situation in 2011, we weren't sure if we were going to be able to assist in the project. The building used previously had been retrofitted into an exercise area. The inmates and staff worked together to fix up a garage, so it could be used for repairing the toys. In 2012 we had a very successful year with over 400 bikes and a variety of toys being repaired by the MRCC inmates.

MRCC made significant policy and procedure updates throughout the past two years in preparation for ACA accreditation, utilizing the institutional standards. MRCC has tenured staff that has been through ACA audits in the past and is taking a leadership role during the preparation phase of the auditing cycle.

During the 2013 legislative session, Senate Bill 2015 was approved, which included the development of a land use study of the MRCC site. This study must present options and feasibility to develop all or a portion of the current site into a day park and an option to continue agriculture activities on the current site. The study also must identify the economic and operational impacts to the MRCC and the DOCR that would result from a change in land use. A report shall be developed detailing options for relocating the MRCC to a site adjacent to the Youth Correctional Center located in Mandan. The report with cost estimates will be complete prior to the 2015

legislative session.

Tompkins Rehabilitation and Correctional Center (TRCC)

The Tompkins Rehabilitation and Correctional Center is a DOCR-funded program at the North Dakota State Hospital which provides residential substance abuse and cognitive behavioral treatment programming to male and female inmates and community offenders. The mission of TRCC is to provide diagnosis and treatment services to assist chemically dependent individuals in achieving meaningful and lasting sobriety in their lives. Its 90 beds are organized on three wards with 60 beds designated for male offenders and 30 beds for female offenders. Each ward has a multi-disciplinary team providing direct care services and team participation for the overall program.

TRCC takes an evidence-based approach in providing programming focusing on a cognitive behavioral approach to modify addiction and criminal thinking and behaviors. TRCC was assessed again in 2013 using the Correctional Programs Checklist (CPC) assessment tool. As a result of the assessment completed in 2011, TRCC made adjustments to their program, resulting in a higher score. TRCC continues to be rated a highly effective program and were able to increase their overall score by two percent compared to the 2011 assessment. This is a significant increase, considering that CPC statistics as provided by the University of Cincinnati indicated that out of the 600 plus programs surveyed, only 15% fall into the highly effective category.

In September 2011, TRCC experienced their first escape from the male ward. The inmate was arrested nine days later and brought back to NDSP. Another major incident occurred in January 2012 where several offenders were involved in a breach of the perimeter fence and the use of intoxicants. In May 2012, an offender overdosed on an over-the-counter medication in an attempt to use the medication as an intoxicant. As a result of the incidents, there were many security measures put in place to reduce the likelihood of similar situations occurring in the future.

There was a complete turnover of three DOCR correctional case managers at TRCC. As a result of this, we reviewed current duties and made adjustments to streamline processes and provide more direct care services to the residents of the program.

TRCC residents paid \$61,698.24 towards their obligations of courts costs, child support and restitution.

Bismarck Transition Center (BTC)

The Bismarck Transition Center is a contract facility composed of a professional team of individuals who promote safety, preserve the rights of victims, fulfill the mandates of the criminal justice system, and address the individual needs of adults. BTC began providing services in August 2002 and expanded to 162 beds for adult offenders in June 2006. BTC is accredited by the American Correctional Association.

BTC utilizes a screening committee comprised of members from the community for the selection process of appropriate clients. In addition, the Advisory Board consists of local community leaders to provide direction and input regarding BTC's daily operation. A multi-disciplinary team approach is used to make referrals and recommendations for offenders. The team develops a reintegration plan focusing on the offender's needs for a successful transition to the community.

BTC has fully embraced the changes recommended in a Correctional Program Checklist audit completed in August 2011. BTC is scheduled for a follow up audit in 2013. BTC provides a host of evidence-based programming using a cognitive behavior model focusing on the criminogenic needs of the residents. During this biennium, all staff completed training in Motivational Interviewing and Core Correctional Practices. In addition, there were many staff trained to be facilitators and trainers in correctional programs such as Thinking for a Change and Cognitive Behavioral Interventions for Substance Abuse.

BTC residents paid \$53,776 towards their obligations of courts costs, fines, fees and restitution.

Centre Incorporated

Centre, Inc. is a North Dakota nonprofit agency formed as a small halfway house in Fargo in the mid-70's. Over the years, Centre has expanded into what it is today: a community corrections agency that provides research-based, cost-effective rehabilitative programs and services to individuals to achieve social re-integration. Centre operates transitional facilities in Fargo (124 beds halfway house and 30 beds quarterway house), Mandan (76 beds), and as of February 2012, Grand Forks (18 beds). The DOCR contracts with Centre for transitional services serving adult male and female offenders on parole, probation, or inmate status at their facilities. The contract includes services for an assessment center, re-entry program, halfway house, quarterway house and inmate transition. The Fargo and Mandan facilities maintain accreditation by the American Correctional Association and are licensed by the State of North Dakota to provide substance abuse treatment.

Centre's entire program is designed to decrease unwanted anti-social behaviors and increase more desired, pro-social behaviors. Centre staff is trained to engage the offenders in their own plan for change, enhance their motivation, teach new skills and new ways of thinking, set limits and sanctions for unwanted behaviors, and reward pro-social behaviors and accomplishments.

Some of the risk areas Centre's programming targets are substance abuse, criminal thinking, and lack of problem solving and coping skills. Group curricula have been designed and tested by researchers to get results in the offender population. Staff is trained to facilitate the groups in the manner found to be most effective, which is cognitive behavioral and skill practice.

Another major component of the Centre's programming is to increase protective factors. Protective factors are the positive aspects that offenders can develop and are known to offset their risk for criminal behavior and provide an incentive to desist criminal activity. Protective factors include such things as employment, attitude toward employment, family connections, involvement in a pro-social support system, and pro-social leisure and recreational activities.

Major accomplishments include Centre Fargo and Centre Mandan both scoring above the national average on the most recent Correctional Program Checklist assessment. Fargo Centre successfully sponsored a Second Chance Career Fair in April 2012. They developed and implemented a Mentorship Program between the offenders and First Assembly Church in Fargo. Fargo male residents participated in a Habitat for Humanity build to give back to the community. Centre staff was trained to facilitate learning teams for Core Correctional Practices. As a result, Centre facilitated weekly learning teams for staff over a one-year period in order to learn and practice Core Correctional Practice Skills. Four Centre staff became Thinking For a Change facilitator trainers and are now participating in training other facilitators throughout the state. Two Centre staff became Advance Practice group facilitators to provide booster sessions to offenders who have completed primary group.

Heart of America Correctional and Treatment Center (HACTC)

The Heart of America Correctional & Treatment Center (HACTC) continued to provide contracted services for the DOCR in the past biennium. The primary service line was for alcohol & drug treatment. HACTC also has three staff members trained in the Thinking for a Change (T4C) curriculum which a majority of offenders also participate in during their stay at HACTC. Other ancillary programming offered in the biennium included conflict resolution and parenting classes.

HACTC provided 25 beds to DOCR-controlled inmates. In the past biennium HACTC provided drug and alcohol treatment services to 170 male inmates with an 80% successful completion rate. Upon completion of services at HACTC many individuals move to facilities such as Bismarck Transition Center (BTC), Centre Fargo, Centre Mandan, and the Missouri River Correctional Center (MRCC).

Lake Region Residential Reentry Center

The Lake Region Residential Reentry Center (LRRRC) is a branch of the Lake Region Law Enforcement Center and has provided an important piece of the transitional process for offenders releasing to Devils Lake and its surrounding communities. The LRRRC has a capacity for 20 male and 8 female residents. The job opportunities in the Lake Region are bountiful and residents typically have no problems finding and maintaining meaningful employment.

The LRRRC has a contract with the DOCR to house approved inmate-status offenders, as well as parolees and probationers. Parolees can be paroled into the Reentry Program which is monitored by the Lake Region Reentry Team. The team is comprised of members from the Lake Region Human Service Center, ND Parole and Probation, Vocational Rehabilitation Services, Dakota Prairie Community Action, North Dakota Job Service, Devils Lake Police Department, Lake Region Community Service and LRRRC staff. Having active participation and input from these various agencies helps simplify the process for those offenders transitioning back into the community. The benefit of having contacts to these agencies readily available and willing to assist inmates gives them the best opportunity to succeed in their transition.

The LRRRC has been successful in assisting its residents reduce their obligations to the courts and other entities prior to their release from the facility. From February 21, 2013 to July 1, 2013, DOCR offenders residing at the LRRRC paid \$4,135 toward their court fines and \$1,480 toward supervision fees.

The most significant change at the LRRRC in the past 2 years has been in leadership. In February of 2013, Rob Johnson took the role of Operations Manager at the LRRRC. There has been significant change in leadership not only at the LRRRC, but in the Lake Region LEC as a whole. Dick Johnson retired in June 2013. Denny Deegan was promoted as the Operations Administrator and Peggy Hoel as the Financial Administrator.

Teen Challenge

The mission of the North Dakota Teen Challenge is to assist adults, ages 18 and above, in gaining freedom from life controlling drug and alcohol problems by applying Biblical principles to establish a drug-free lifestyle; enhancing social skills; improving work habits; building supportive relationships and learning relationship skills; and growing in a personal relationship with Jesus Christ.

The DOCR contracts with Teen Challenge for housing of offenders on parole or probation status. The contract includes housing for both male and female offenders.

From July to December 2011, there were 41 admissions into Teen Challenge with 21 graduates. In 2012, there were 23 admissions with 7 graduates and from January through May 2013 there were 18 admissions into Teen Challenge.

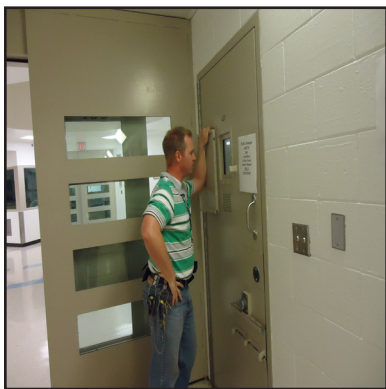
County Jails

The corrections agent located at MRCC provided case management for DOCR offenders housed in contract county jail facilities. Case management services focus primarily on transportation and housing needs, sex offender registration, and treatment recommendations to prepare the inmate for a successful release into the community.

Medium Security Facility

The James River Correctional Center (JRCC) is a medium custody facility that houses male inmates and is part of the North Dakota Department of Corrections and Rehabilitation. The facility opened in June of 1998 and is the result of renovating a building formerly used by the North Dakota State Hospital which was built in 1936. JRCC continues in its mission of protecting the public by maintaining a safe and secure environment for those persons confined by the courts.

The main building (known as the ET building) is a six-floor structure with 87,530 square feet, which has a maximum designed capacity of 365 inmates. Each housing unit had small kitchenettes that were designed to be used for food service. After the transfer of the kitchen from NDSH to JRCC we were able to convert these kitchenettes to create an additional 22 beds. Due to the significant increase of inmates into the system, an additional 24 bunk beds were added to JRCC in January 2013. This is a total of 46 beds that were added above the original design capacity without additional custody staff.



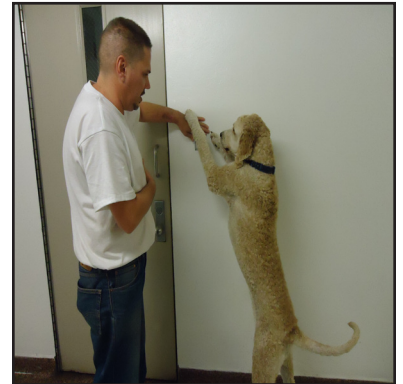
The Special Assistance Unit opened in 2002 as a proactive response in managing our increasing numbers of inmates with mental illness, suicidal thoughts, or other special needs. This 24 bed unit provides numerous programs such as life skills, anger management, social skills, individual counseling and problem solving along with close medication therapy to provide a safe and secure option for this population of inmates.

JRCC continues to partner with the State Hospital in sharing services to reduce costs. The North Dakota State Hospital provides grounds keeping and warehouse services. JRCC provides 63,000 meals per month under 15 different diets required for State Hospital patients. A different menu is prepared for the inmates to reduce costs. We also provide laundry service, staff training and support of the sex offender unit, and emergency security support. This cooperation between agencies has created significant savings to tax payers in not having to duplicate services.



JRCC continues to partner with the Great Plains Assistance Dogs Foundation by having inmates provide basic obedience training for dogs selected into the program. The program started in November of 2008 and we have been able to maintain six dogs consistently in the program. Several dogs were unable to complete the training to become assistance dogs but are very adoptable due to the training they received. Over the past two

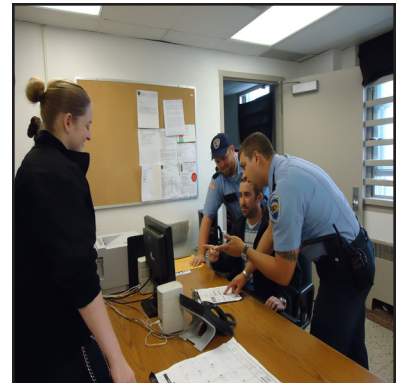
years we have participated in eight successful placements with two more scheduled to be placed by February 2014. The program provides meaningful work for up to 15 inmates. These inmates are carefully selected and receive valuable training from the Staff of Great Plains Assistance Dog Foundation. They also learn important life skills including patience, empathy and self worth by “giving back” to society.



A JRCC we strengthened our security patrols and inspections by assigning shift supervisors specific areas and developing a reporting structure to ensure we remain proactive in maintaining appropriate security procedures.

We initiated the use of a security audit tool to assist us in auditing our security programs. This tool continues to be refined to fit the unique needs of the different facilities and will soon be expanded to include all departments and facility operations.

Staff retention has been a concern. The challenging duties and responsibilities of our staff along with the strong economy have had a negative impact on our ability to recruit and retain employees. Correctional officers are currently our hardest to fill positions and our turnover rate is currently 15%.



Maximum Security Facility

The North Dakota State Penitentiary (NDSP) is a maximum custody facility that houses male inmates sentenced to the North Dakota Department of Corrections and Rehabilitation. The mission of the NDSP is to protect the public by maintaining proper custody of the offenders sentenced by the courts; to provide a safe and healthy environment for staff and inmates; and to offer the best work, education, and treatment programs possible, encouraging inmates to make the needed changes to be law abiding and successful in society.



During the 2011-2013 biennium, a majority of the 64 million dollar construction project approved at the 2009 Legislative Session was completed. The project included a 180 bed general housing unit, a 120 bed reception and orientation unit, a 108 bed administrative segregation unit, a 22 bed medical unit, a new warehouse, a new master control located outside the secure perimeter, a new security tower and a vehicle sally port.

There were also a number of buildings that were demolished including the 160 bed East Unit that had been in use since approximately 1910, the central office building, the deputy warden's house and the warden's house. The 115 year old warden's house was demolished in September 2012. Many of the items from the house including wood work were salvaged and sent to state surplus. A special auction was held to sell the items to the public. Clean-up of the East Unit demolition is on-going at this time.

Most of the construction, excluding precast cells in the new housing units, was completed by local North Dakota contractors. An out of state contractor was used to provide precast cells because there was not a vendor in the state that manufactured precast cells. The decision to use precast cells was made because it reduced the time construction occurred inside the secure perimeter.

The new housing units were designed with a secure control room in each unit that provides visibility of the entire unit. Many technological upgrades were also included such as video visitation for secure visits, the addition of approximately 400 cameras, and touch screen control panels.

Completion of the new housing units increased capacity at NDSP from 562 inmates to 810 inmates. At the end of the 2009-2011 biennium 533 inmates were housed at NDSP.

Current NDSP housing units are as follows:

- West Unit
- South Unit
- North Unit
- Medium Transition Unit
- Overflow Unit
- Orientation Unit (new construction)
- New East Unit (new construction)
- Administrative Segregation Unit (new construction)
- Medical Infirmary (new construction)



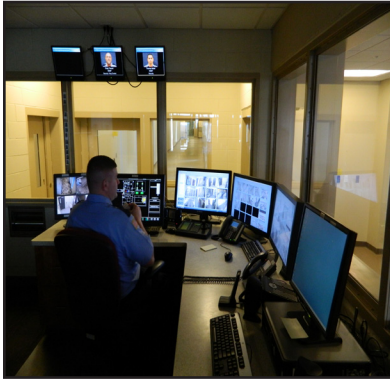
The primary focus of the South, West, North, and Medium Transition Unit is to house inmates that are currently involved in work programs within the facility which include but are not limited to food, janitorial and laundry services as well as Rough Rider Industries. All these work programs provide a valuable service to the operations of NDSP as well providing inmates with structured time. In addition to these services, inmate labor

provides significant operational cost savings to the tax payers by limiting the number of full time employees needed to ensure that many operational services are met. The North Unit which previously served as the Orientation and Reception Unit is now used to house inmates that are vulnerable because of mental health or medical reasons.

The new East Unit houses inmates who are not involved in work programs but may be involved in other rehabilitative programming or those who are currently waiting for job placement as employment opportunities come available. The goal in this housing approach is to better manage the inmate population with different privileges associated with the housing unit the inmate resides in, primarily recreation time.

The 108 bed administrative segregation unit houses DOCR inmates that pose a serious threat to life, property, self, staff or other inmates, or to the security or orderly running of the institution. Inmates requesting protective custody may also be placed in administrative segregation. The design of the administrative segregation unit took into consideration both security and programming needs. One wing in the five wing segregation unit is designed as high security and the contact required between staff and inmates is minimal. Inmates housed in the high security wing have demonstrated a pattern of aggressive behavior towards staff or inmates. The old administrative segregation unit lacked programming space which limited the ability to provide services. Inmates placed in the unit are now able to work their way through a level system by demonstrating appropriate behavior and participating in programming. The level system provides a mechanism that assists in assessing behavior and in preparing for release back to general population.

The new medical infirmary allows NDSP to provide medical services to inmates which in the past were more difficult as a result of the physical plant, primarily in the form of chronic care for inmates with long term illness.



The master control room has the capability of running the entire facility. The old master control room was previously located inside the secure perimeter in close proximity to frequent inmate movement. The location of master control outside the secure perimeter reduces the likelihood of inmate access to master control if a major disturbance occurs. A key watch system has also been installed near master control that securely accounts for 3400 keys and allows many staff members to retrieve their own keys.

The addition of the vehicle sally port located at the south end of the complex enhances security when inmates are being transported to and from the facility. Prior to completion of the sally port, inmates entered and exited the facility by being escorted through an unsecured parking lot and the front door. The addition of the sally port eliminates inmates coming into contact with people in the parking lot and keeps them in a secure area when they are exiting and entering vehicles during transports.

Managing a large construction project within the secure perimeter of a maximum security prison requires careful planning and implementation of sound security practices to manage the increased activity. The construction project required daily attention to adjustments in security measures and schedules. Throughout the project approximately 1640 individuals working for various contractors entered the secure complex. Records checks were ran on each person prior to being granted admittance. The project was completed without major disturbances by the inmates and without breaches in security. This is attributed to the professional employees at NDSP.

The entire schedule for the operation of the penitentiary had to be rewritten which was accomplished through many committees, each working on a specific area. Recreation schedules, meal schedules, programming schedules, and medication schedules are just an example of the challenges that were faced

NDSP began occupying the new housing units on June 20, 2013. Inmates from the North Unit and the Overflow Unit moved to the new orientation unit on June 20, 2013. On June 24th, 25th, and 26th, 94 inmates housed in county jails because of space issues were returned to NDSP. Admitting 94 inmates in a three day period required extensive planning and coordination. Fifty-three inmates housed in the old Administrative Segregation Unit were moved to the new Administrative



Segregation Unit on June 25, 2013. The Special Operations and Response Team participated in moving the segregation inmates and the move occurred without incident. One hundred fifty nine inmates housed in the old East Unit were moved to the West Unit, new East unit, and North Unit on June 26th, 27th, and 28th. Overall approximately four hundred inmates were safely moved within a week.

A thorough staffing analysis was completed by NDSP management staff and provided to the North Dakota Legislature to determine staffing needs upon completion of construction. Forty-three FTE security and unit management positions were authorized during the 2011 Legislative Session and filled during the 2011-2013 biennium. The forty-three positions were adequate to staff most of the facility excluding the Medium Transition Unit and Overflow Unit. During the 2011-2013 biennium, 103 staff members were hired and trained to maintain adequate staffing in the facility. At the 2013 Legislative Session, fourteen additional FTE positions were authorized for NDSP to allow for adequate staffing of the Medium Transition Unit and Overflow Unit. Because of the many jobs available in the area, recruiting employees has become more difficult. NDSP is currently operating with many new staff members and this poses challenges to facility operations.

Inmates had been using kiosks located in recreation areas to send and receive secure electronic mail. The use of the kiosks was expanded to allow inmates to download music to music players and receive video messages from friends and family. The expanded services required additional kiosks provided by the vendor. There are plans to expand the services available even further to include a secure tablet computer that will allow inmates to download books, movies and games at a minimal cost to the offender or their friends and family. This technology assists in maintaining security because electronic mail reduces contraband that may be sent through traditional mail and the music players reduce the number of small items such as CD's that officers must search.

The DOCR contracted with the University of Cincinnati to review and redesign treatment programming to ensure programming offered is evidence based and works to assist criminal offenders change behavior. Treatment staff members were trained in and began providing new treatment models for chemical dependency treatment, sex offender treatment, Thinking for Change, and conflict resolution. Unit management staff members were also trained in Thinking for Change and they assist treatment staff in co-facilitating groups.

Weekly meetings are held in each housing unit to facilitate communication between unit management, security, and programming staff about inmate concerns and events that have recently occurred within the unit. The meetings provide a structured review of inmate concerns and events to create a unified response and understanding of these events.



Parole & Probation

The Department of Corrections and Rehabilitation (DOCR) Parole and Probation Division's primary responsibility is to supervise and manage all offenders on probation and parole released into the community. Other significant areas of responsibility include completion of Pre-sentence Investigations for the Courts, supervising sex offenders released on community civil commitment, and participating as part of Drug Court and Re-entry Teams across the state.

The mission of Parole/ Probation 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.

Probation and Parole has a total of 90 staff of which 70 are sworn law enforcement officers. To most effectively supervise our caseloads, we have officers that specialize in supervision of specific offender caseloads. Currently we have nine sex offender specialists, five drug court officers, four re-entry officers,

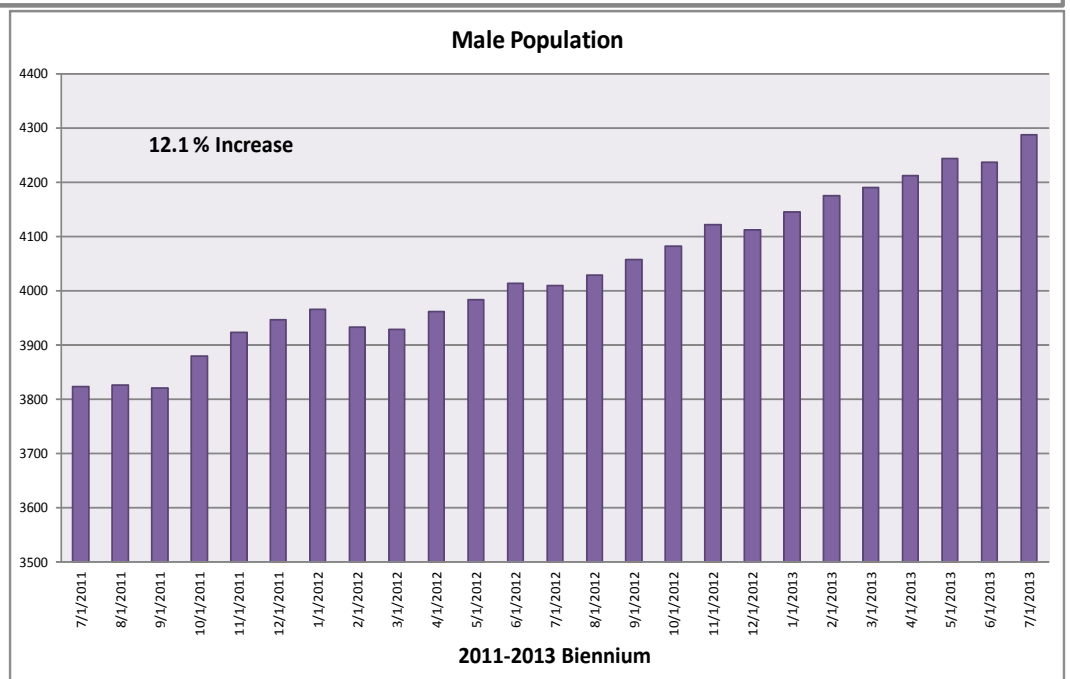
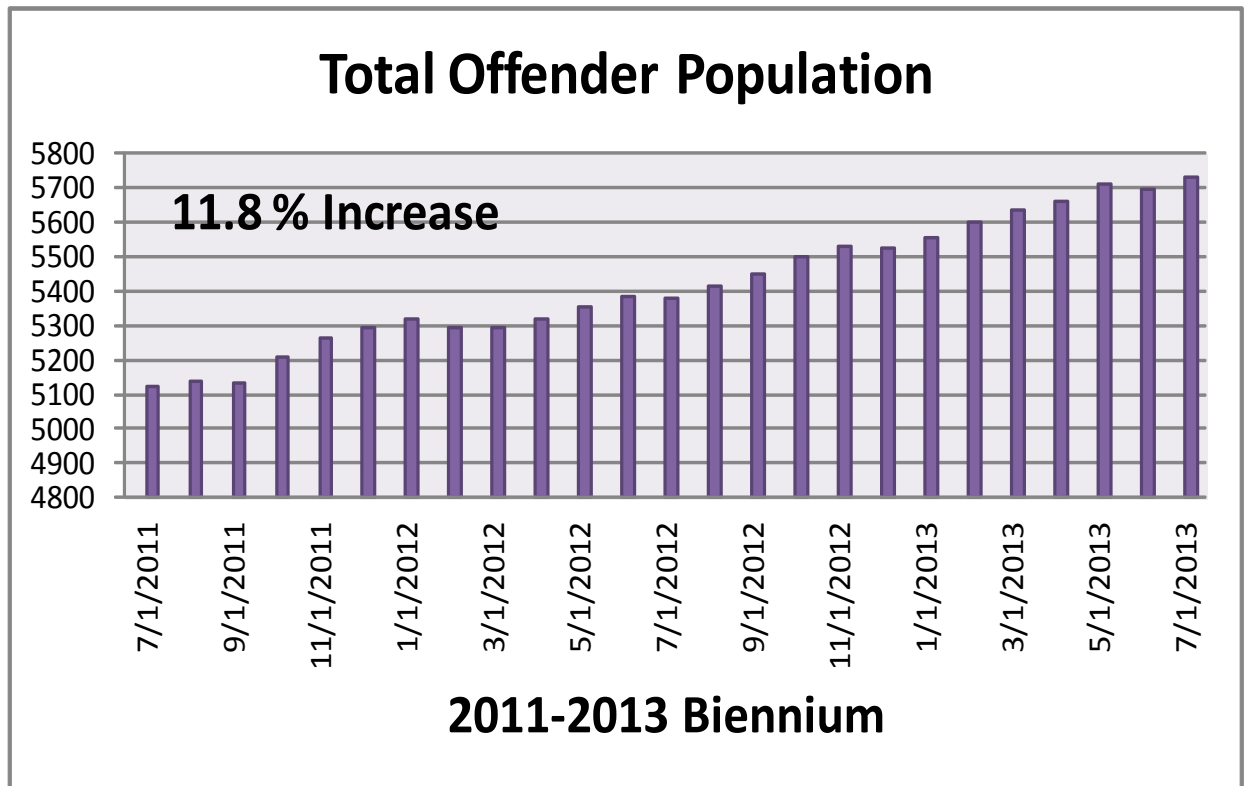
three parole specialists, one female re-entry officer, one fugitive task force officer, and four officers working with domestic violence offenders. We have offices in fifteen districts throughout the state: Bismarck, Mandan, Washburn, Jamestown, Oakes, Wahpeton, Fargo, Grand Forks, Grafton, Devils Lake, Rolla, Bottineau, Minot, Williston, and Dickinson. We relocated one district office from Rugby to Bottineau to more efficiently deal with the offender populations in that area.

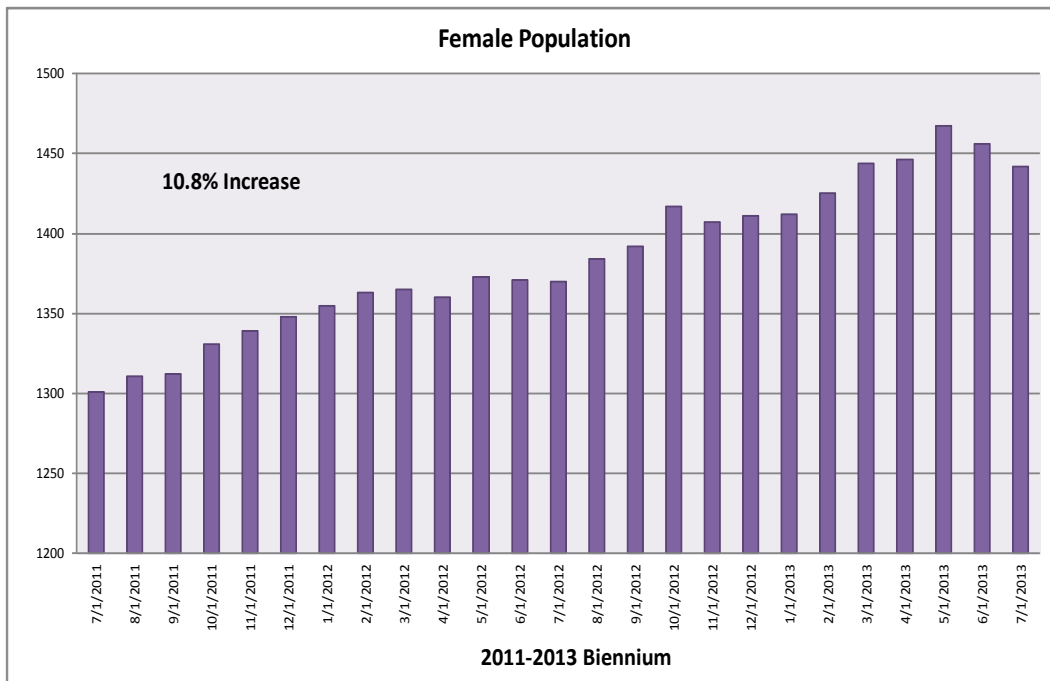
The 2013 Legislature authorized six additional positions for Parole and Probation in the 2013-2015 biennium. Those positions have been assigned as follows:

- A new office was created and a parole officer was placed into Beulah. This will allow us to more efficiently service a growing population in that part of the state, and will take a significant workload off the Washburn office.
- Another sex offender specialist was placed in the Bismarck office. We have experienced a large increase in the sex offender population in the Bismarck community.
- A special investigator position was added to the eastern part of the state and will be placed in the Grand Forks office. This position will be responsible to complete court-ordered Pre-Sentence Investigations.
- Parole and Probation will be assigning a position as a training officer. This is something that has long been needed to provide a quality and consistent training program.

- An additional parole officer is being placed in the Grand Forks office. This will address the increasing caseloads in the northeast part of the state.
- An additional parole officer is being placed into the Dickinson office. This will address the increasing caseloads in the southwest area of the state.

The number of offenders under supervision has increased substantially during the biennium. On July 1, 2011 there were 5,124 offenders under supervision. That number increased to 5,729 offenders on June 30, 2013, an increase of 11.8%. The increase was seen in both the male and female populations. Males increased from 3,823 offenders to 4,287, an increase of 12.1%. The females increased from 1,301 offenders to 1,442, an increase of 10.8%.





The Department completes over 450 Pre-sentence Investigations (PSI's) per year. All staff completing PSI's has been trained using risk assessments and provide evidence-based recommendations to the courts. These reports are critical to give the courts the information necessary to make good decisions regarding sentencing, determine what alternatives are available for the offender, and suggest conditions for supervision that are appropriate.

Accomplishments

- Worked closely with the Department of Human Services to develop a process for civilly committed sex offenders that are released onto community supervision.
- Trained four staff in our Minot, Grand Forks, Fargo, and Bismarck district offices to supervise domestic violence offenders.
- Completed a study to validate the Levels of Service Inventory-Revised (LSI-R). From that study we were able to better define different risk levels and develop supervision strategies based on the identified risk.
- We have trained all staff in the use of Effective Communication/Motivational Strategies (ECMS) and Core Correctional Practices (CCP). Both of these skills focus on more effectively dealing with our offenders, and providing opportunities for positive change in behavior.
- Provided forensic training to our staff assigned to work with the sex offender population. This training allows staff to gather immediate information on what offenders are doing with their computers and cell phones. This training was utilized in December 2012 as compliance searches were conducted on 126 sex offenders residing in 32 communities across the state.
- We completed a workload study analysis. This information was used to identify where we were spending our time, and to direct focus onto supervision of high risk offenders.
- A comprehensive review and update was completed on our manual for Managing Non-Compliant Behavior. This manual is used to assist staff when dealing with offender violations of the terms of their supervision.

- Assisted with the development of a management system that is used to monitor placements of offenders in our residential facilities. The focus is to develop a strategy upon entry whereby expectations are defined and a projected release date developed. The goal is to more efficiently and effectively move offenders through the facilities and reduce costs associated with these placements.
- With the increasing number of violent offenders under supervision, we have trained and equipped staff with tasers.
- The Department was part of a multi-agency effort to sponsor the 2nd Chance Career Fair in Fargo/Moorhead on May 1, 2013. The effort was designed to assist people who deal with various barriers to finding employment. There were 25 employers that participated, and 362 job seekers attended the Fair.

Case Management and Supervision



The ultimate goal of Parole and Probation is community safety. We believe that working with offenders to positively change behavior will have a long-term and significant impact on keeping our neighborhoods safe.

When an offender is placed on supervision, they meet with an officer who completes a comprehensive risk assessment; Level of Services Inventory – Revised (LSI-R). The LSI-R serves as the roadmap that is used to identify the risk factors that will be addressed in an effort to reduce the risk to reoffend. The officers look at all risk factors, but concentrate on the top three factors that are identified. They then complete a comprehensive case management plan that address these risk factors, as well as any special conditions that may be imposed by the courts or Parole Board. Officers are trained in Effective Communication/Motivational Strategies, and work with offenders to make the changes in their lives to be successful. Parole and Probation Officers are certified law enforcement officers who enforce the conditions of supervision and make arrests as necessary. It is a delicate balance for the officers to ensure the safety of the public, while doing whatever possible to assist the offender to change their behavior and to live successfully in the community.

Collections

Parole and Probation is tasked with collecting financial obligations as ordered by the courts. During the 2011-2013 bienniums, the following court ordered obligations were collected:

- | | |
|---------------|----------------|
| • Restitution | \$3,059,177.75 |
| • Court Costs | \$52,568.24 |
| • Fines | \$395,125.62 |
| • Court Fees | \$1,690,651.12 |

Most offenders are also required to pay supervision fees that were assessed at \$45.00 per month. Those offenders requesting a transfer of their supervision to another state pay a \$150.00 transfer fee. In addition, offenders requiring a travel permit to another state are assessed a fee of \$10.00. Collections of those fees for biennium were:

- Supervision Fees \$2,453,230.00
- IC Transfer and Travel Permits \$117,287.00

The department was also awarded \$18,775.00 in asset forfeiture money. These funds are obtained when officers confiscate items that are illegal, obtained by fraudulent methods, or against the terms of the parole or probation conditions.

Drug Courts

There are currently five adult drug courts in the State of North Dakota and Parole and Probation has one officer assigned to each court. There are two drug courts in Fargo, and one in Bismarck, Minot, and Grand Forks. Drug courts attempt to divert offenders from entering the correctional system by providing intensive supervision and treatment services. Each court has a drug court team consisting of a judge, states attorney, treatment staff, and a probation officer. Every offender accepted into the drug court meets with the team weekly in court, as well as frequent contact with the assigned probation officer. Any offender violations are dealt with swiftly and aggressively, and the team works closely with the offender to assist them in any way possible. During the 2011-2013 biennium there was a total of 212 new participants into drug courts, putting the total active participants during this biennium at 298. Of that number, 92 participants graduated during that time-frame and 72 were terminated for program violations. On July 1, 2011, there were 86 active clients in the program and as of June 30, 2013, there were 102 active clients in drug courts throughout the state.

Re-Entry Programs

There are currently four re-entry teams in the state of North Dakota that are located in Bismarck, Fargo, Grand Forks and Devils Lake. These are community programs and Parole and Probation has staff assigned to work cooperatively with these teams in each community. Re-entry involves inmates being released from incarceration and formulating a plan to successfully reintegrate them back into society. These teams consist of several community stakeholders such as Job Service, treatment, housing, education, law enforcement, and others to truly assist the offenders. The officers are assigned to re-entry work as part of the team and provide intensive case supervision to what is typically a high risk population. During the past eighteen months, there were 96 offenders that participated in the re-entry programs; 53 of which have already successfully completed the program. Of those in re-entry, 11 offenders (12%) were arrested on a new criminal charge while involved in the program.

Sex Offender Management

The Parole and Probation Division actively supervises a population of about 458 sex offenders in the community. There are nine sex offender specialists throughout the state in Bismarck (4), Fargo (2), Minot, Grand Forks, and Jamestown. In addition, each district office that does not have a sex offender specialist has at least one staff member trained as a sex offender liaison. These staffs are highly trained in sex offender management, and complete five separate assessments that help to assess the risk of the sex offender. All of these assessments are used to develop a detailed case supervision plan that will guide the work with the offender. All sex offenders are supervised as maximum supervision level offenders and are held to strict compliance guidelines. Sex offender officers complete “blue books” on their offenders that are used by the Sex Offender Risk Assessment Committee (SORAC) to establish risk levels that are used by communities for public notification purposes. In addition to the supervision of the sex offenders, these staffs also prepare detailed Pre-sentence Reports for the Courts with recommendations for disposition. The state of North Dakota is highly respected on a national level for our proactive work in supervising the sex offender population.

Available housing for sex offenders continues to be one of the biggest challenges the officers face. Although many acknowledge the need for housing, the “not in my back yard” philosophy continues to prevail. Homeless offenders are a serious concern for staff as that is a significant risk factor that can increase the likelihood of reoffending. In Bismarck, we continue to have available a trailer on the grounds of the North Dakota State Penitentiary that homeless sex offenders can reside until suitable arrangements can be made. This has proven to be a valuable and often used resource. To date, 56 sex offenders have resided at the trailer, with six currently residing. The average of length of stay has been 102 days, and the majority was able to eventually find adequate housing.

Fugitive Task Force



Parole and Probation is part of a multi-agency Fugitive Task Force that is operating in the Fargo area. Frequently, offenders under supervision will abscond and not report as required to their probation officers. These offenders are at high risk to commit new crimes and seeing that they get apprehended as soon as possible is a top priority. One probation officer is assigned to the Fugitive Task Force with emphasis on finding offenders wanted for violating the terms of their probation.

GPS (Global Position Satellite) Program

Global Position Satellite (GPS) is used to assist with the supervision of offenders, primarily high risk sex offenders. We currently contract with Satellite Tracking of People, LLC (STOP) to provide equipment and services

for the program. GPS use has been steady for some time with an average of 55 to 60 offenders daily. With GPS, the officers can track their offenders via the internet and are advised of serious violations as they occur by STOP. We utilize on-call officers that respond 24/7 to any violations that may require immediate attention. Many local law enforcement agencies also can access the GPS data should they have activity that would suspect a sexual offender. Although GPS is only a tool to monitor offenders and not a magic bullet to stop crimes, it has proven to be a valuable. Officers have been able to use the information obtained through the GPS tracking to assist with investigations and provide information to law enforcement investigators.

SCRAM (Secure Continuous Remote Alcohol Monitor)

SCRAM has been a valuable tool utilized by the officers to monitor an offender's use of alcohol. It has an advantage over breath alcohol testing as it monitors continually for consumption. SCRAM has been utilized mainly in parole cases and for offenders who violated the terms of supervision and an intermediate measure is imposed. The daily average for SCRAM has ranged between 55 and 65 offenders, with a total of 402 having been involved in the program in the biennium. For those offenders in the program, over 70% have been able to successfully complete with no violations being identified.

Training



Parole and Probation is committed to offering our staff the training and tools necessary to work safely in the field. We teach staff the skills to effectively communicate with offenders and to deescalate potentially dangerous situations. Firearms skills are practiced routinely and four mandatory shoots are scheduled annually. We utilize the facilities at Camp Grafton for our annual training exercise where staff works on shooting skills, weapon retention, searches, and scenario

training. We have recently certified all sworn staff in the use of tasers and have made them available in all district offices. We train to minimize the risk of possible violent interactions, but to be prepared should a situation go bad.

Goals

Parole and Probation continues to research methods to effectively manage offenders in the community. We work to keep our communities safe, while giving the offenders the opportunity to positively change their behavior. To continue to move forward, the division has several goals for the future:

- Continue to develop and implement strategies that focus on our most high risk offenders. To be able to achieve this goal it is necessary to look at mechanisms to control and reduce officer caseloads.

- We are looking at implementing a new offender data management system. The conversion to Elite will allow all divisions of adult services to be on the same system, and will allow for less duplication and better access to information.
- Take a comprehensive look at our sex offender management process. The numbers of sex offenders continue to increase and create considerable stress on the officers.
- The implementation of contact standards and newly identified risk levels is in its infancy stage. We must continue to monitor and support staff during this transition period.
- The use of Effective Communication/Motivational Strategies (ECMS) and Core Correctional Practices (CCP) is critical to eliciting positive change in our offenders. We must continue to train and support staff in the development of these skills.
- Parole and Probation is in need of a training officer. We will be looking to have an officer serve in that capacity.
- Work on reducing both the revocation and recidivism rate for offenders.

Challenges

There are many challenges we face as we move into the next biennium.

- The increase in crime statewide will continue to impact our workload. We need to prepare and adjust for the anticipated increases.
- We will continue to see a large number of offenders wanting to transfer into North Dakota through the Interstate Compact. The available jobs in the oilfields, as well as throughout the state, will cause these numbers increase.
- Recent DUI legislation will potentially increase the number of offenders under supervision.
- Moving to a new data management system will be a major change and require considerable training for staff.
- Housing shortages and affordability will continue to be a concern for the both the offenders and staff.
- Recruiting and retention of staff is becoming very difficult in several areas of the state. The impact of the oilfields in western North Dakota has been significant.
- We continue to see an increase in violent and weapon offenses throughout the state.
- Offenders are becoming increasingly difficult to deal with, and more often have negative attitudes and lack of motivation to change.
- Drugs have long been a concern, but with all the recent activity and money in the state, organized crime and gangs are becoming increasingly prevalent.

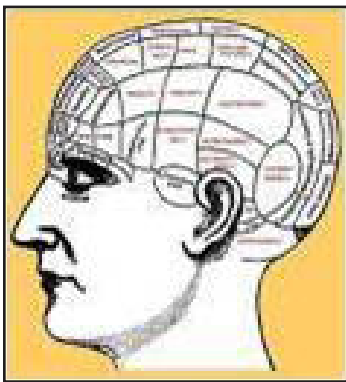


Correctional Practices

In the 1970's a common idea in corrections abounded, nothing works to reduce the likelihood of offenders reoffending. Believing that nothing works to rehabilitate offenders, the criminal justice community looked to longer sentences and tough on crime initiatives to ensure the safety of the public. According to the last 30 years of research, punishment, deterrence, and anecdotally supported methods of rehabilitating offenders don't work to reduce reoffending behavior, but there are interventions that do.

Focused on achieving our mission to enhance public safety by holding offenders accountable while providing opportunities for change and reducing recidivism, the DOCR has engaged in an aggressive effort focused on adhering to 8 Evidence Based Practices in Corrections that are linked to reductions in recidivism.

Conforming programs and treatment services to the practices proven to reduce recidivism presented challenges, though no obstacle has been greater in corrections than that of applying the research of effective interventions in a non-therapeutic environment. In 2010, the ND DOCR contracted to train 700 correctional staff, administrative support, and administration in Evidence Based Practices and Motivational Interviewing. Following the initial training, a gap between rehabilitative theory and practice was identified and efforts to narrow the gap engaged to increase our effectiveness at carrying out the Mission.



Rehabilitation is a part of a coherent paradigm and consists of three components:

Theoretical Framework (Criminological):

The psychology of criminal conduct is based on principles of human behavior that are rooted in behavioral, cognitive and social learning theories. This approach seeks to provide a theoretical, empirical and practical understanding of criminal behavior.



Empirical Support (Correctional): The Contributions of Meta-Analysis and the Principles of Effective Intervention collected over the last 50 years.

Tools for Practitioners (Technological): Staff members should view themselves as agents of change and support the goals of offender rehabilitation (Gendreau, Andrews and Theriault, 2010).



- Effective Reinforcement
- Effective Disapproval
- Effective Use of Authority
- Cognitive Restructuring
- Anti-Criminal Modeling/Structured Skill Building
- Problem Solving
- Relationship Skills/Motivational Interviewing
- Structured Interventions
- Role Clarification

Successes:

Core Correctional Practices (tools for practitioners): Over 700 staff of the ND DOCR received either a four day, two day hands on training or an online training (for non-custody staff) with the outcome of being able to demonstrate the Core Correctional Practices proven to reduce reoffending behavior. Following training, staff receives ongoing skill practice opportunities in a classroom setting to increase fidelity and effectiveness.

Increased Reinforcement: Staff at the three male prison facilities received training and have sustained an increased reinforcement system that recognizes and rewards offenders for demonstrating pro-social behaviors and attitudes such as helpfulness, open mindedness, willingness, cooperation, responsibility, empathy, and consideration.

Structured Interventions focused on Risk Reduction: Case Managers and Probation Officers structure formal contacts to focus on the acquisition of skills, pro-social behavior and attitudes, and the reduction of risk in addition to operational and compliance issues.

Increased awareness on values and risks associated to change: Following training and ongoing training/coaching, staff adhere to the Cognitive Behavioral model of intervention by increasing awareness, motivation, and long-term rational thinking skills in offenders.

Adherence to a Theoretical Model that works: Policies, protocols, interview guides, and performance evaluations are mirroring the evidence and the key target in being successful in reducing reoffending behavior: criminal thinking leads to criminal offending and what we do while offenders are in our custody matters in terms of their likelihood to reoffend.

Program Fidelity

- IT MATTERS
- It can be changed.
- Good programs (based on sound theory) can substantially reduce recidivism. However, the same program poorly implemented can actually increase recidivism.

Case management, probation, and treatment staff receive observation and coaching at regular intervals to ensure fidelity to the correctional practices proven to make offenders less likely to return through our gates and burden taxpayers.

Case Management Contact Observation Form

Officer Name: _____ Date Evaluated: _____
Offender Name: _____ Offender LSI-R Risk Level: _____

CHECK IN (Look for risk among Top 6 from LSI-R, Review of Monthly Progress Report);
 REVIEW (follow up to prior interventions and assignments; progress on goals and case plan);
 INTERVENTION (Area of risk identified and made target of contact through reinforcement, disapproval, skill building, cognitive restructuring, motivational interviewing, etc.);
 HOMEWORK ASSIGNED (Assignment given to offender based on the risk targeted during intervention);

Desirable Behaviors Demonstrated	Undesirable Behaviors Demonstrated	Risks or Focus for Intervention
EFFECTIVE REINFORCEMENT <input type="checkbox"/> Behavior to Increase _____ <input type="checkbox"/> Told the offender what behavior he/she liked <input type="checkbox"/> Told the offender WHY he/she liked the behavior <input type="checkbox"/> Explored the short and long term benefits of the behavior <input type="checkbox"/> Considered pairing reinforcement with something desirable to the offender	EFFECTIVE DISAPPROVAL <input type="checkbox"/> Behavior to Decrease _____ <input type="checkbox"/> Told the offender what behavior he/she disliked <input type="checkbox"/> Told the offender WHY he/she did not like the behavior <input type="checkbox"/> Explored the short and long term consequences of the behavior <input type="checkbox"/> Modeled a pro-social alternative to the undesirable behavior (What could you do differently?) *Considered pairing disapproval with a sanction EFFECTIVE USE OF AUTHORITY <input type="checkbox"/> Specific Directive: _____ <input type="checkbox"/> Gave the offender 2 choices each with two distinct outcomes (not an ultimatum) <input type="checkbox"/> Gave the offender respectful guidance to increase the compliant choice <input type="checkbox"/> Praised compliance or enforced consequences based on offender response	STRUCTURED SKILL LEARNING Specific Skill Taught: _____ <input type="checkbox"/> Set/Define Skill <input type="checkbox"/> Model Social Skill <input type="checkbox"/> Lead offender in practice of skill <input type="checkbox"/> Give the offender feedback <input type="checkbox"/> Assign homework to offender for practice/skill application PROBLEM SOLVING <input type="checkbox"/> Identify the problem: _____ <input type="checkbox"/> Clarify the goals <input type="checkbox"/> Brainstorm alternatives <input type="checkbox"/> Evaluate the Options <input type="checkbox"/> Implement a Plan <input type="checkbox"/> Evaluate the Plan COGNITIVE RESTRUCTURING <input type="checkbox"/> Identify risk situation: _____ <input type="checkbox"/> Identify thoughts & feelings <input type="checkbox"/> Identify +/- consequences <input type="checkbox"/> Identify risk thoughts & feelings <input type="checkbox"/> Practice new thinking MOTIVATIONAL INTERVIEWING Specific target for motivation: _____ <input type="checkbox"/> Open Ended Questions to elicit change talk <input type="checkbox"/> Offers change talk and insight <input type="checkbox"/> Reflects change talk <input type="checkbox"/> Summarizes high points focusing on change talk

RELATIONSHIP SKILLS and MODELING (case manager models pro-social behaviors and relationship skills)

Feasibility: Case manager is willing to compromise, not rigid in approach
 Respectful: Giving consideration & courtesy to the offender; showing regard for the offender
 Empathetic: Demonstrating understanding for the dilemma at hand or what the situation may be like for the offender
 Collaborative: Using "we" language to show that case manager and offender are working jointly towards change
 Self Confident: Secure in options given to offender and sure of interventions utilized
 Optimistic: Demonstrates a positive outlook and hope for future (encourages and believes change is possible)
 Non Confrontational: Avoids arguing, blaming, "telling off" behaviors, or engaging denial
 Warmth: Makes offender comfortable to communicate

ROLE CLARIFICATION (Case manager utilizes the 5 steps of Role Clarification for new offenders on caseload/intakes)

Identify Goals of Incarceration
 Provide opportunities for offender to change
 Ensure community safety
 Identify what the offender wishes to accomplish while incarcerated
 What would you like to accomplish while you're incarcerated?
 How can I help you accomplish those things?
 State your goals and role during incarceration
 I am a liaison between you and service providers
 I can link you to meaningful resources
 I can help you increase your accountability
 I can help you make meaningful changes
 I can help you prepare for release
 Describe the Supervision Process
 What is negotiable and not negotiable: _____
 What I expect from you: _____
 What will be the hardest part of incarceration for you? _____
 Outline the scope of confidentiality
 I will ask the following individuals and agencies for information about you
 I will share the following types of information with certain agencies and providers

1	2	3
<ul style="list-style-type: none"> Case manager focuses solely on compliance Confrontational interactions noted Contact not structured Risk not targeted 	<ul style="list-style-type: none"> Risk identified, but not made the target of contact Some confrontational or teaching interactions noted Some elements of contact structure followed Some steps of intervention present, but not believed accurately or completely 	<ul style="list-style-type: none"> Risk identified and made target of contact No confrontational or limited teaching interactions noted All elements of contact structure followed All steps of chosen intervention followed

Which goals of the DOCR did the contact contribute to?
 PUBLIC SAFETY OPPORTUNITY FOR CHANGE ACCOUNTABILITY REDUCE RECIDIVISM

In addition to direct observation and feedback, staff are held accountable to perform the interventions that work through performance evaluations that reward those who apply best practices in their interactions with offenders.

Programmatically, the programs of the ND DOCR are evaluated using an empirically supported auditing tool known as the Correctional Program Checklist (CPC). The CPC is an auditing tool developed for assessing correctional intervention programs and to indicate how well correctional programs are adhering to known principles of effective intervention. Studies on the CPC found strong correlations with outcomes between programs and assessment (Hoslinger, 1999; Lowenkamp and Latessa, 2003, Lowenkamp, 2003; Lowenkamp & Latessa, 2005), or in simple terms, the audit tool is effective at indicating what correctional programs work to reduce recidivism and what programs don't.

Challenges:

Change is Hard: Organizational change presents challenges to the effectiveness of intervention delivery. Correctional culture supports punish harder initiatives and role identification that leaves no one in charge of reducing criminality. Staff should be acquired, reinforced, and supported for attempting new intervention styles and the belief they are an agent of change in the rehabilitative process.

Training staff doesn't equate to practice: Learning the interventions proven to reduce risk of criminality doesn't automatically translate into application. Staff require ongoing coaching and feedback regarding their service delivery and see the benefits of applying the evidence to their work.

Engaging ongoing support in the Community: While the public desires safer communities, they often don't support strategies that appear to be 'soft on crime' that are proven to be more effective at reducing criminality than traditional punitive measures.

Programs & Treatment Services

Programs and Treatment Services Mission: Provide quality treatment in an environment that fosters respect, growth, and opportunity for change while assisting with community integration and reducing recidivism.

The Programs and Treatment Services department for the DOCR provides interventions to affect change and reduce the risk of recidivism in the criminal offender population. This requires high fidelity implementation of evidence-based correctional practices targeting each offender's identified criminogenic risk and need areas.

Programs and Treatment Services include clinical and administrative staff that manages the services at the three male prison facilities. At each facility, a Deputy Warden and a Clinical Supervisor collaborate in supervising the clinical staff, with the DOCR Clinical Director (a licensed clinical psychologist) overseeing clinical supervision and program development across all three male prison facilities.

The DOCR has been working diligently over the past two years to implement an evidence-based correctional practices redesign of inmate management strategies and treatment services. Initiatives associated with the redesign have included training all staff in motivational interviewing and cognitive-behavioral approaches to behavior modification, as well as implementing manualized treatment curricula and improved fidelity monitoring and quality assurance of treatment programs.

Over the past two years, the DOCR has also worked to communicate its approach and outcomes to various stakeholders and other professionals. The Clinical Director and Director of Correctional Practices have delivered presentations at the Judicial Conference, the Joint Commission on Alternatives to Incarceration, the West Central Warden's Conference, and the Transitional Planning Committee. The Clinical Director was one member of North Dakota's delegation attending the National Council of State Legislatures Substance Abuse Prevention and Intervention meeting in Denver, Colorado and represented North Dakota at the Association of Correctional Mental Health Administrators conference in Columbia, South Carolina.

Assessment of new arrivals to prison over the past three years indicates that approximately 72% are recommended to complete substance abuse treatment, which continues to be the most prevalent need area. Approximately 44% of the inmate population is

diagnosed with a mental illness and 30% are prescribed psychiatric medications. The severely mentally ill, to include psychotic and bipolar disorders, continue to represent 8% of the prison population.

As the number of offenders with mental illness in prison increases, as does associated behavior management challenges. Programs and Treatment Services staff along with medical, unit management, and security staff, form a response team to intervene in crisis situations and create treatment plans to manage suicidal behavior, violence, and symptoms of mental illness while incarcerated. The Special Assistance Unit (SAU) at the James River Correctional Center currently houses 22 mentally ill or vulnerable offenders in need of individualized housing plans and provides supportive services to six inmates who reside in general population. A mental health transitional unit housing eight to 12 offenders has been developed at the North Dakota State Penitentiary, as well. We are working to improve our ability to provide a successful transition for all inmates, but mentally ill offenders in particular, back to their home communities.

Sex offenders continue to represent approximately 30% of the male prison population. In early December 2013, the DOCR will implement a new cognitive-behavioral treatment program for sex offenders consistent with the evidence-based corrections model and updated to reflect the most recent research on treatment effectiveness. In addition to providing assessment and treatment for sex offenders, DOCR staff also make recommendations to State's Attorneys regarding offenders who meet criteria for civil commitment review and participate on the Attorney General's Office Sex Offender Risk Assessment Committee to assign community risk levels. The DOCR has also worked to improve its transitional planning process for sex offenders through the Release and Integration Program.

Additionally, the DOCR is piloting a revised domestic violence treatment program in order to ensure it will be effective in reducing incidence of domestic violence upon release. The DOCR will continue to seek consultation from the ND Council on Abused Women's Services on this project. Overall, the DOCR has increased the number of treatment program completions per year from 516 in 2008-2009 to 1,023 in 2012-2013. The DOCR is on-pace to engage 685 offenders in treatment programming this year, up from 343 in 2009. This is not the result of an increase in resources, but rather improvements in the efficiency of service delivery.

Successes:

- Thinking for a Change Program (T4C)-A new program developed by the National Institute of Corrections and implemented in 2011 and 2012 that targets criminal thinking and social and problem solving skill development to reduce criminal recidivism in moderate to high risk offenders with antisocial personality features, multiple incarcerations, and/or elevated criminal thinking patterns. Approximately 60% of incarcerated inmates are referred for this program. All three DOCR male prison facilities received a Highly Effective audit score using the Correctional Program Checklist Audit. This program runs for three

- and a half months
- Conflict Resolution Program (CRP)-This program focuses on reducing violent behavior among moderate to high risk offenders who have demonstrated such behavior in the past. It has been revised in order to be consistent with recent research on program effectiveness, was piloted and modified using information from the pilot, and is now in place at NDSP and JRCC. Currently, around 25% of offenders are referred for this program. This program runs for four and a half months.
 - Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA)-A new program implemented in 2012 to provide effective treatment for offenders with a substance abuse treatment need. 72% of offenders are recommended for this program. This program runs for four months.
 - Alternatives to Violence in Relationships Program (AVRP)-A revised domestic violence group intervention incorporating elements of the Duluth Model and evidence-based correctional practices. This program is currently in the pilot phase at NDSP and JRCC. This program runs for four and a half months.
 - Sex Offender Treatment Program (SOTP)-A group intervention for sex offenders using Cognitive-Behavioral Interventions for Sexual Offenders, developed at the University of Cincinnati Corrections Institute. NDSP and JRCC staff will begin one group each in December 2013. This program will run approximately nine months during the pilot phase, with twice weekly sessions, and could be shortened to six months if sessions are offered three times per week, in the future.
 - Effective Communication and Motivational Strategies (ECMS)-A training program in motivational interviewing techniques that was delivered to all staff beginning in 2011 in order to help utilize offender contacts to increase motivation for change. Motivational interviewing strategies are now integral to group and individual intervention delivery.
 - Core Correctional Practices (CCP)-Skills training for staff in using effective disapproval, effective use of authority, and effective reinforcement strategies. The DOCR has also developed a prosocial behavior reinforcement program consistent with this model. All group programs incorporate verbal and tangible reinforcement for prosocial behaviors in group.

Program Performance Measures:

The DOCR has developed quality assurance procedures for documentation and program delivery. The clinical supervisors and clinical director routinely observe groups and give verbal and written feedback to the group facilitators, following consistent performance standards. Progress notes, treatment plans, and Crisis Intervention Reports are also reviewed and scored and feedback is provided to staff using a quality assurance rubric. We are currently working to develop quality assurance protocols for assessments, as well as a process for ensuring that policy and procedures around timeliness of documentation and communication between all departments are adhered to.

Challenges:

Although we have greatly improved efficiency of service delivery, the DOCR continues to be challenged to assess and treat a sufficient number of inmates using existing staff resources, particularly related to the NDSP expansion project and the potential increase in census. It is also increasingly difficult to provide effective, individualized treatment planning and services for the number of offenders with more severe functional impairments due to mental illness, particularly with regard to Posttraumatic Stress Disorder, depressive disorders, bipolar disorders, and personality disorders that result in disruptive behavior. Another challenge is developing community aftercare programs consistent with the DOCR's intervention model that will allow offenders to continue honing the skills learned in the primary treatment programs they receive while in DOCR custody.

Industries

PROJECTS:

The 2011-2013 biennium proved to be a very busy and profitable time for Rough Rider Industries (RRI). RRI had many projects going on at one time with our biggest project being the North Dakota State Prison expansion. This project was one of the largest RRI had ever undertaken. RRI played a very important role in this project which allowed us to employ and teach our inmate workers many valuable vocational skills. It involved the planning, production, and installation of products utilizing inmate labor from our metal, furniture, sign shop, CAD room, and transportation department.

The expansion project began with the construction of the new DOCR Central Office building. RRI was responsible for the construction and installation of the wood wall panel systems, cabinetry and casework, counter tops, office furniture, seating, conference tables, mailroom, and hallway shadow boxes. This project proved to be quite challenging for all RRI staff, and required a total team effort to complete it successfully and in a timely fashion. It also enabled us to employ many more inmates, teach them valuable construction and installation skills, and required them to work extended hours in some cases.



The Central Office project was immediately followed by the North Dakota State Penitentiary project. In addition to being responsible for all the work listed above, RRI was also responsible to manufacture and install the entire inmate cell and dayroom furniture, count boards, and various other odds and ends.

These projects proved the capabilities of the RRI staff and its inmate labor force.

They provided us with many learning and training opportunities, and allowed RRI staff to instill a sense of pride and accomplishment in our inmate workers.

RRI currently manages all the DOCR inmate commissary operations but during this past biennium, inmate cell hobby was also assigned to fall under their scope of work. This transaction strengthened the security at each facility and brought more control to the program.

HOW WE FULFILL OUR MISSION:

At Rough Rider Industries our mission is to provide appropriate educational, vocational, employment skills and training opportunities

allowing offenders pathways to reenter the community successfully thereby reducing recidivism. To do this RRI provides monthly jobs for roughly two hundred inmates throughout all three facilities and had a total of four hundred eighty-eight workers enrolled in our industries program throughout this past biennium. Our furniture shop is our largest inmate employer employing up to fifty workers when we are at our busiest. Other areas in which RRI provides jobs are in our metal shop, tag plant, sign shop, CAD department, cut-n-sew, upholstery, commissary operations, warehousing, delivery and installation, and support services.

Many of our inmate workers have never held a job. RRI's goal is to teach both job and vocational skills to our inmate labor force. Ninety-seven percent of our inmate population will be released at some point; it is imperative that we provide the necessary skills which will increase their chances of a successful re-entry and lessen the chance to recidivate. RRI teaches soft job skills such as getting up in the morning and going to work, taking pride in your work, and working well with other individuals.

Along with the soft skills, RRI also teaches vocational skills. Industries such as furniture and metal fabrication involve the use of various equipment and machinery where we teach inmates the safe use, and precision settings of various types of equipment. Inmates learn hard skills from these two industries such as welding, assembly, touch up and repair, staining, powder coating and painting, and sandblasting. Other skills taught by our program involve the different methods of sign making, state of the art software designing from our CAD department, upholstery techniques, sewing, warehousing and store operations, and clerical services. Many of these skills are in great demand in the private sector and provide some of the tools necessary for the inmate to make a smoother transition back into the community.

OPERATIONS:

Rough Rider Industries experienced many changes this past biennium. Two of these changes saw the replacement of the Director and Sales Manager positions. These individuals chosen to fill these positions were both new to the correctional setting.

Another one of the changes included the retirement of many long serving employees. It was during this time that RRI evaluated our overall operations and duties, and determined if more efficiency could be created in our staffing and performance levels. As part of this evaluation RRI saw the opportunity to reorganize several staffing positions.

RRI discontinued the Business and Transportation Manager positions, and also felt it no longer needed the position of Assistant Industries Director. These positions were either not replaced and their duties assumed by existing personnel, or were reclassified into a lower job classification. In all, RRI did not replace one full time and two part time positions. In addition to the positions discontinued, we also reclassified six different working positions from the various departments. These moves saved RRI

valuable operating dollars and better financially positioned RRI for future business activity.

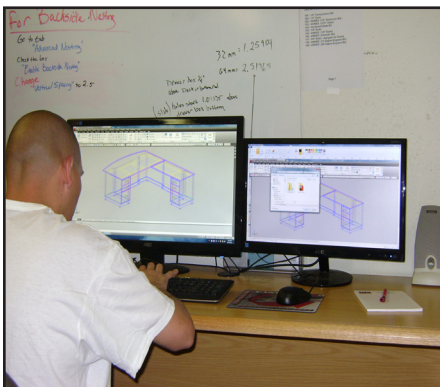
During this past biennium, RRI implemented the use of an employee time clock. The time clock is a well-accepted practice in the private sector but somewhat foreign to North Dakota State Agencies. This procedure enabled RRI payroll staff to process weekly time reports more timely and efficiently, and added a level of accountability to this process.

NEW PRODUCT LINE:

Rough Rider Industries introduced Modular Systems Furniture to its furniture offerings, providing our customers an additional choice in their office furniture needs; this decision also ensured inmate workers would be exposed to and trained in the manufacturing of current styles of furniture available for the office environment. James River Correctional Center medium security inmates working at the RRI upholstery shop in Jamestown will fabricate the segmented insert panels according to the customer's specifications and Missouri River Correctional Center minimum security inmates working in the RRI warehouse in Bismarck will assist in delivering and assembling the panel systems on-site. In the future, RRI envisions North Dakota State Penitentiary maximum security inmates working in the RRI furniture shop will be able to fabricate the work surfaces of these panel systems as well. The panel system offerings will help to enhance and expand the traditional furniture industry program.

NEW TECHNOLOGIES:

Rough Rider Industries purchase of the Router-CIM (Computer Integrated Manufacturing) Automation Suite software, now integrates with the AutoCAD (Computer-aided Design) system already in place. This system brought additional 21st Century technology to the Rough Rider Industries furniture shop. Tool paths are now created and saved inside AutoCAD and all AutoCAD commands may be used on the tool paths. Having one system to use, along with combined design and manufacturing, makes for a reduced learning curve.



Prior to the purchase, only two people were able to run the somewhat obsolete programs previously used; now everyone working in the CAD room, which includes staff and inmate workers, is able to run their own program through Router-CIM. Cost savings have been realized by using options which include two-sided nesting, cart control for cutting multiple jobs at once to save material, irregular stock nesting to allow nesting on scraps if

needed, and the stay down nesting option to save time and bit life. Router-CIM has greatly improved the designing and nesting abilities for use on the CNC (Computer Numerical Control) Router.

FUTURE GOALS:

RRI will face many challenges over this next biennium. One of these challenges will be to create more jobs to accommodate the increasing inmate population. NDSP inmate populations have the possibility to increase by 31% with the added construction project space. RRI must find a way to give these offenders an opportunity for work, whether that is by way of creating a new industry, or by increasing our current business lines. One of the obstacles preventing RRI from achieving the above stated goal is finding more physical manufacturing plant space. Currently, all three facilities useable shop floor space is in very short supply. The addition of a new industry or manufacturing equipment is not possible, and would create an unsafe work environment for both inmate workers and staff. To increase employment opportunities, space limitations will need to be addressed.

RRI will be upgrading our manufacturing software during this next biennium. Our current Macola software was purchased in 1998, has gone through many updates and is no longer system supported. Our current version is not user-friendly and we have limited staff that fully understands the programs capabilities. Our new system will still be a Macola operating system but will give us real time data, be more user friendly, and all staff will be required to train and learn this new operating system.



Administrative Services

Interstate Compact for Adult Offender Supervision

It is the purpose of this Compact, and the National Interstate Commission created under this compact, to promote public safety and to protect the rights of victims through the control and regulation of the interstate movement of offenders in the community. Both the Compact and National Commission provide uniform procedures that assist with the management of movement between states for those offenders placed under community supervision that meet the interstate transfer criteria.

In addition to providing guidance and training opportunities the National Commission also assists states by monitoring compliance with the Compact rules and when necessary also initiates interventions to address and correct noncompliance. In April 2013 the National Commission conducted their compliance of North Dakota. North Dakota once again passed and was commended for its work on meeting compliance guidelines

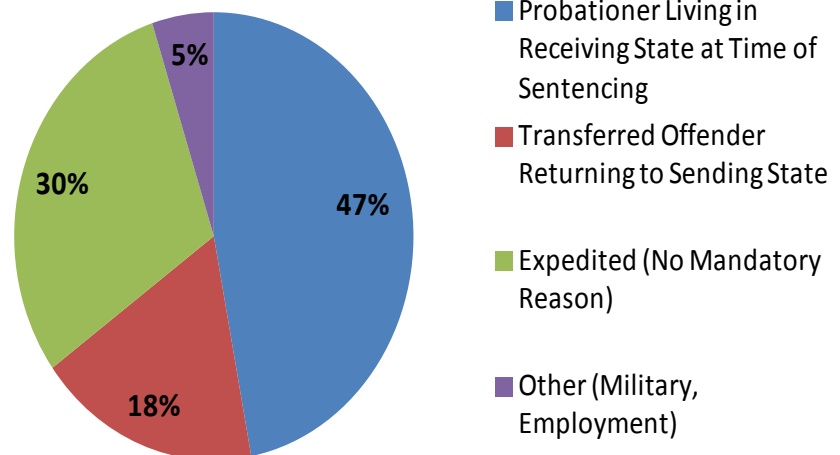
Total Active Offenders on 6/30/13

	Parole	Probation	Dual	Total
Incoming	22	451	86	559
Outgoing	91	625	43	759

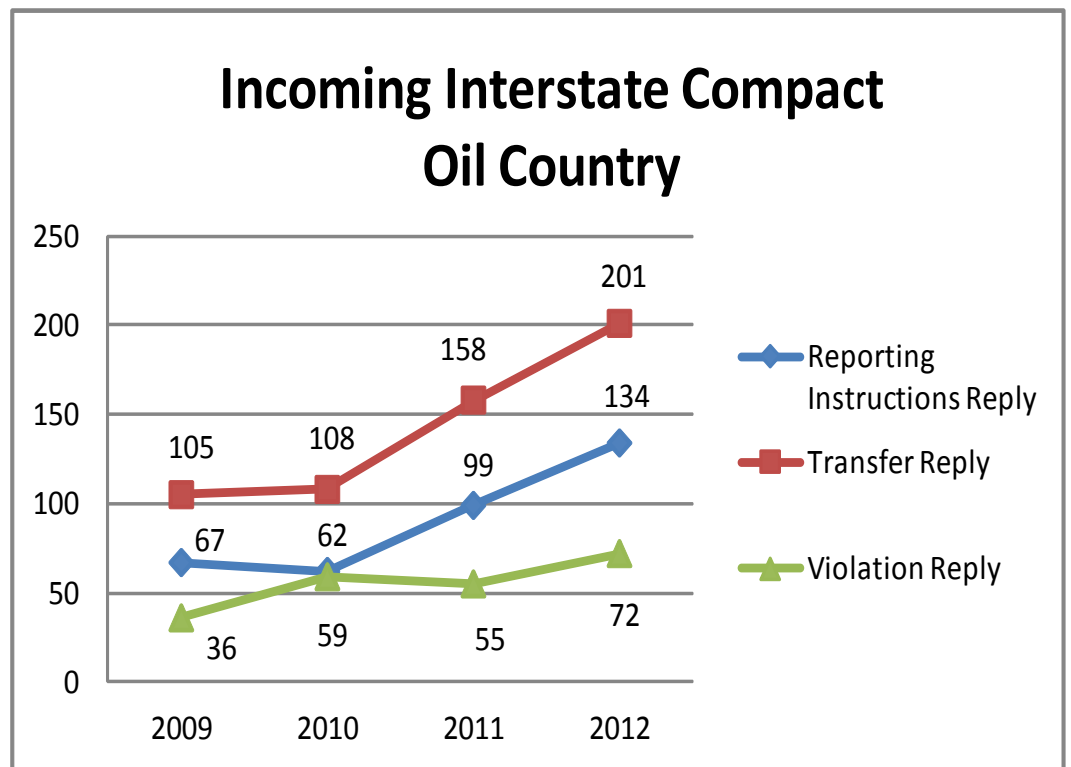
Total Incoming (To ND) Interstate Compact Case Activity (7/1/11 – 6/30/13)

Unique Cases Pending	23
Unique Cases Accepted	489
Unique Cases Closed	830

Incoming Reporting Instruction Reasons (7/1/11 – 6/30/13)



Typically statistics are gathered for statewide activity however with the recent boom in “oil country” the increase in interstate activity in that area of the state is worth noting separately.



Crime Victims Compensation Program

In July 1975, the Crime Victims Compensation Program was legislatively established. The program provides compensation to innocent victims of criminal acts who have suffered physical or emotional injury or death.

During the 2011-2013 biennium \$1,742,446.11 was issued to 733 victims with an average claim of \$2,377.17. Additional program statistics:

Applications pending on 07-01-11	40
Applications received during the biennium	955
Applications approved this biennium	733
Applications denied this biennium	194
Applications pending on 06-30-13	68

Federal Victims Of Crime Act (VOCA)

The Federal Victims of Crime Act (VOCA) was established in 1984; as part of this act the Crime Victims Fund was also established. The Crime Victims Fund provides financial support for eligible crime victim assistance programs. During the 2011-2013 biennium, \$2,625,782 was issued to 35 North Dakota domestic violence and sexual assault agencies, victim advocates and child advocacy centers. These agencies provided direct services to 30,658 victims.

**Agencies / Programs That Were Awarded VOCA Funding
2011 - 2013 Biennium (Fiscal Years 2012- 2013)**

Program	City	Amount
Abuse Adult Resource Center	Bismarck	\$295,909
Abuse Resource Network	Lisbon	\$23,958
Abuse/Rape Crisis Center (CVIC)	Grand Forks	\$221,891
Abused Persons Outreach Center	Valley City	\$83,626
Bismarck/Burleigh Co. V/A	Bismarck	\$65,537
Cass Co. V/W Program	Fargo	\$60,762
Crime V/W Program (CVIC)	Grand Forks	\$128,386
Dakota CAC	Bismarck	\$49,162
Domestic Violence Program	Stanley	\$27,074
DV & Abuse Center	Grafton	\$76,309
DV & Rape Crisis Center	Dickinson	\$93,280
DV Crisis Center	Minot	\$148,596
Family Crisis Center	Bottineau	\$40,534
Family Crisis Center V/W Program	Bottineau	\$25,784
Family Crisis Shelter	Williston	\$74,761
Fort Berthold Coalition / DV	New Town	\$35,365
Kedish House	Ellendale	\$58,226
McLean Family Resource Ctr.	Washburn	\$48,032
ND C.A.W.S.	Bismarck	\$10,061
ND DOCR (Adult)	Bismarck	\$88,949
ND DOCR (Juvenile)	Bismarck	\$52,774
Northern Plains CAC	Minot	\$49,162
Pembina/Cavalier V/A Program	Cavalier	\$35,500
Rape/Abuse Crisis Center	Fargo	\$310,777
Red River CAC	Fargo	\$49,162
S.A.F.E. Shelter	Jamestown	\$74,481
Safe Alternatives for Abused Families	Devils Lake	\$55,797
Stark Co. V/W Program	Dickinson	\$66,915
Stutsman Co. V/A Program	Jamestown	\$49,465
Three Rivers Crisis Center	Wahpeton	\$43,965
Trall Co. V/W Program	Hillsboro	\$19,100
Turtle Mt. Band of Chippewa	Belcourt	\$44,546
Walsh Co. V/A Program	Grafton	\$40,171
Williams Co. V/W Assistance	Williston	\$25,567
Women's Action/Resource Ctr.	Beulah	\$52,198
		\$2,625,782

Crime Victims Account

The state Crime Victims Account (CVA) was established in 1991. Legislatively mandated, the agency that was designated by the Governor to administer the victims' assistance grants under the Federal Victims of Crime Act of 1984, was to administer a Crime Victims' Account in the state treasury. The money in the account must be distributed through grants to the Crime Victims Compensation program; private, nonprofit domestic violence or sexual assault programs; and to victim and witness advocacy programs whose primary function is to provide direct services to victims of and witnesses to crimes. \$200,000 in CVA grants was issued to 26 domestic violence and sexual assault agencies and victim advocacy programs.

Women Services

Mission Statement:

The staff of SWMCCC commits to provide rehabilitative environments that are physically and emotionally safe, being mindful of the obligation to the victims and public. Our mission is to facilitate successful adaptation of offenders into society. This is accomplished through the self-empowerment of staff and offenders to grow emotionally, educationally, spiritually, and culturally. We will focus on consistency, responsibility, and accountability toward the development and modeling of pro-social values through the community.

The 2003 Legislative Assembly passed House Bill No. 1271, which directed the North Dakota Department of Corrections and Rehabilitation to contract with county entities for the housing of female inmates sentenced to the DOCR. The Southwest Multi-County Correctional Center was awarded the contract and has been housing DOCR-sentenced female inmates at their facility in New England (Dakota Women's Corrections Rehabilitation Center) since November 2003. DWCRC is a 126-bed women's prison, consisting of a 70-bed minimum unit, a 40-bed medium unit, a five-bed special management unit and a 16-bed orientation unit. DWCRC has 70 employees, with an additional 5 staff shared with the Southwest Multi-County Correctional Center in Dickinson. In October 2011, Rachele Juntunen accepted the position of operations administrator for the facility. DWCRC's average daily population for the first year of the biennium was 119 and 128 for the second year of the biennium. DWCRC completed a construction project in 2011 that included a new lobby, control room, receiving area, visiting room, and increased office and kitchen space at a cost of 1.3 million dollars.

There were 388 female inmate admissions during the biennium. All female inmates sentenced to the DOCR are received at DWCRC. Following a period of orientation and assessment at the prison, female inmates are classified and designated to the appropriate housing units. Roughly 85% of female inmates are serving sentences for non-violent offenses, allowing for large numbers of female inmates to serve their sentences in minimum security housing at DWCRC or in community facilities. The community programs accessed for minimum custody level female inmates are a thirty-bed unit at the Tompkins Rehabilitation and Corrections Center (TRCC), which is a DOCR-funded program at the State Hospital providing residential substance abuse and cognitive behavioral treatment programs for DOCR inmates and community offenders, the Lake Region Reentry Center, and halfway houses in Mandan and Fargo operated by Centre, Inc. for treatment and transitional services. Halfway house placements provide alternatives to direct release from correctional institutions so inmates can secure employment and housing, as well as remain involved in treatment programs while residing in a structured living environment. Centre facilities are offering the following programs for female offenders; Thinking for a Change, Aftercare, Motivational Enhancement, employment skills, transitional skills, Seeking Safety, Level I Recovery Skills, in addition to Level II.1 substance abuse treatment groups at Fargo Centre. Centre also operates a female assessment center that provides assessments for probationers under the supervision and management of the ND DOCR who otherwise would be subject to revocation of probation and incarceration. The program assesses

the offender and recommends an appropriate gender-responsive plan of care. There are currently 72 halfway house beds available for female inmates, parolees, and probationers. The facilities housing female inmates provide separate housing units and programming for this population. The average daily count for the entire female inmate population, which includes the community-based facilities in addition to DWCRC inmates, was 155 for the first year of the biennium and 172 for the second year of the biennium.

DWCRC offers a variety of therapeutic groups and strives to implement programs specific to the needs of female inmates. Substance abuse treatment groups, Thinking for a Change, Conflict Resolution, Houses of Healing, Seeking Safety, Coping Skills, Moving On, an eating disorder group, and sex offender treatment are some of the treatment programs currently available to inmates at DWCRC.



DWCRC offers a number of programs in order to address the educational needs of the female inmate population, as well as assist inmates with personal and career development. The following programs are available through the education department at the prison; GED, Read Right, Career Readiness, computer programs, a welding program, parenting classes, and college correspondence classes. Through a cooperative agreement with Dickinson State University, DWCRC inmates also had

the opportunity to earn certificates in administrative office procedures, data entry and introduction to computers, in addition to earning college credits by taking several DSU courses through the use of interactive television. DWCRC was approved as a GED test site and has been making preparations for a switch to computer based GED testing in January, 2014. Additionally, work and education release are available to eligible inmates nearing the end of their sentences. At the end of the biennium, there were six female inmates on work release in factory and service positions in Dickinson.

Prairie Industries is the correctional industries program at DWCRC. The program provides up to 25 inmates with the opportunity to develop job skills necessary for success in the workplace following release. A cut and sew operation is located on-site that produces manufactured items such as clothing. Prairie Industries also provides services to a number of local manufacturing businesses in Dickinson through apprenticeship and other work programs, allowing for the development of marketable skills that will increase post-release employment prospects.

DWCRC continued with their program to provide foster care for abandoned and neglected dogs saved by Oreo's Animal Rescue in Dickinson. Inmates provide basic dog obedience training and upon completion of the two to three month program, the dogs are returned to the shelter with a much higher probability of being adopted. DWCRC has assisted with the rescue of 58 dogs and 4 cats.

During the summer of 2012, the DOCR completed a treatment redesign project with the implementation of an evidence-based cognitive behavioral substance abuse treatment program developed by the University of Cincinnati Corrections Institute. Staff from the contract facilities trained side by side with DOCR staff on the program and implemented the new curriculum on schedule with the DOCR prisons, ensuring consistent programming in all the facilities housing DOCR sentenced female inmates. DWCRC and Centre, Inc. also provided all staff training on Core Correctional Practices and implemented programs on the use of positive behavior reports (effective reinforcement) for the inmate population. The other major system-wide initiatives for the biennium included the implementation of Thinking for a Change groups (a cognitive behavioral skill building program that targets criminal thinking), as well as effective communication motivational strategies training for all staff at DWCRC and Centre. In addition to the treatment programming changes, all facilities adopted a standard inmate disciplinary system. These are significant accomplishments for staff at the DOCR and contract facilities that provide services to the inmate population.



In December of 2011, Sharon Soehren was hired as the GED instructor at DWCRC. Mrs. Soehren started her career in education in 1963, teaching 5th and 6th graders in Bowman and Reeder for 38 years, spending her last 10 years as the district administrator, then moving to Bison, South Dakota where she was superintendent of schools for eight years prior to retiring in 2008. After spending several years in retirement, Sharon stated she decided she still had something to contribute to society and went back to work at age 68. It was a good match from the start, as it quickly became apparent that Ms. Soehren had a perfect combination of compassion and a firm determination that inmates succeed in her classroom.

She sets classroom goals that she shares with her students, and devotes much of her instruction time to math concepts (not a favorite with the inmates) and writing skills. Early on, she was instrumental in helping several inmates who had been working on their GED's for years, find success. The achievements of these inmates inspired other students, who also had previously experienced little success in school, to begin to believe that they, too, could achieve their goals. During the 18 months she has been employed at the prison, she has assisted 42 inmates in earning their GED's, all the more remarkable considering large numbers of female inmates are at the prison for relatively short periods of time prior to transferring to off-site treatment programs or halfway houses. She has presided over many memorable graduation celebrations, complete with cap, gown, cake, and photos.

Recently, there were two specific graduates who truly felt the impact of Mrs. Soehren's determination to get them through the program. These two inmates had struggled in the GED program during prior periods of incarceration. It was not until this year that they both proudly moved forward with new goals in place due to having earned their GED's while working with Mrs. Soehren.

Tami had been working on her GED off and on for six years while in and out of prison before finally completing her GED in February of 2013. Here is what Tami had to say about her experience in the GED program this time around, "Mrs. Soehren is such a wonderful teacher. She makes you feel good about yourself and she pushes and pushes you. She makes you want it. She makes you feel like you are worth something, that you are not just a criminal." Tami reports that she will be leaving DWCRC this time with a sense of accomplishment, adding, "I want to go out and do something with my life. I have already started the application process for the University of North Dakota. If it wasn't for her, I would not have even thought about doing something like that."

Krystal, another recent graduate, stated, "Mrs. Soehren is the only teacher in my whole life who made me feel as though I could accomplish something. She cared about me. She put in the time and effort I needed and, at times, gave me the space I needed, as well. Mrs. Soehren saw me as a person, not just another inmate."

Mrs. Soehren has created a classroom atmosphere where praise and encouragement are liberally administered, a place most inmates actually enjoy. She has been a wonderful addition to the team at DWCRC and will continue to inspire her students and change lives, one graduate at a time.

Transitional Planning

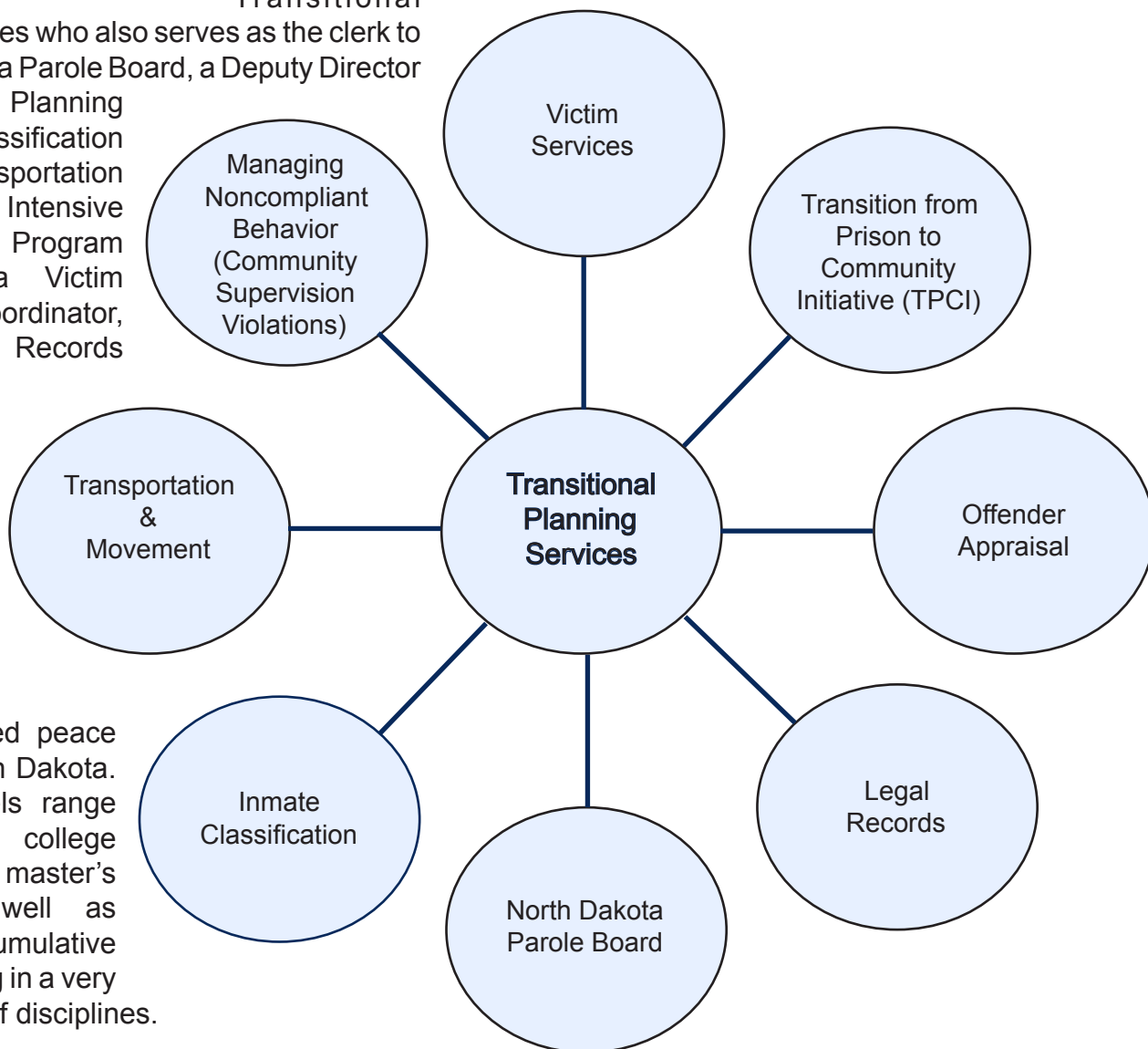
Mission Statement:

Transitional Planning Services is a team collaboration whose mission is to effectively plan, monitor and advance department's efforts to reduce offenders' risk of recidivism as they transition throughout our correctional system in order to ensure public safety and preserve the rights of victims.

Transitional Planning Services was established within the DOCR Division of Adult Services on October 1, 2007. Transitional Planning Services is responsible for promoting the utilization of evidence-based practices and to assist with coordinating the most effective utilization of DOCR resources as offenders move into, through and out of the state correctional system.

The staff is comprised of a Director of Transitional

Planning Services who also serves as the clerk to the North Dakota Parole Board, a Deputy Director of Transitional Planning Services, a Classification and Transportation Manager, an Intensive Transition Program Coordinator, a Victim Services Coordinator, a Legal Records Manager, four Corrections Agents and six Transportation Officers. All of the staff members are certified correctional officers and ten are licensed peace officers in North Dakota. Education levels range from some college coursework to master's degrees as well as thousands of cumulative hours of training in a very diverse range of disciplines.



Transitional Planning Services (TPS) performs many functions within the division. The primary areas of responsibility include: Victim Services, Transition from Prison to Community Initiative (TPCI), Offender Appraisal, Legal Records, North Dakota Parole Board, Inmate Classification, Transportation and Movement and Managing Noncompliant Behavior (Community Supervision Violations).

VICTIM SERVICES PROGRAM

History

The Victim Service Program (VSP) was instituted during the 1997-99 biennium as a means for the Department of Corrections and Rehabilitation to remain in accordance with the North Dakota Fair Treatment Standards for Victims and Witnesses, NDCC 12.1-34. The DOCR was awarded a Victims of Crime Act grant (VOCA); however, at that time the DOCR was not awarded a full time employee position. Throughout the first year of the program, the DOCR contracted the Victim Service Program Coordinator with Lutheran Social Services. During the next biennium, the DOCR was awarded a full time position, and the Victim Coordinator became a fulltime employee. The Victim Service Program continues to be co-funded by the VOCA grant and the state each year.

The VSP provides post sentencing services to victims whose offenders are in the custody of the DOCR. Services include notifications regarding specific movement and status changes of offenders, referrals for services, safety planning, and coordinating parole board appearances. The VSP works closely with other local, county and state agencies on various victim issues and concerns. It also works to educate DOCR employees and the community regarding victim related laws and policies to ensure that victim's rights are being protected.

Victim Service Provided

Throughout the biennium the VSP has provided 2,783 victims with a variety of victim services.

Types of Victimization

Child Physical/ Sexual Abuse	142
Domestic Violence	107
Adult Sexual Assault	169
Survivors of Homicide	170
Assault	339
Other (Robbery, Aggravated Assault, Harassment, Menacing, Reckless Endangerment, Kidnapping, Terrorizing, Theft of Property, Burglary, Unlawful Imprisonment, Felonious Restraint, Arson, Criminal Trespass & Mischief, Unlawful Entry MV)	1575
Total Crime Victims Served	2587

Types of Services Provided

Criminal Justice Support/Advocacy:	1915
Follow- Up:	803
Information/Referral (In-Person) :	6
Telephone Contact/Info Referral:	276

Total Service Provided 3000

Total Registrations and Notices Provided via ND SAVIN: July 2011 - June 2013

DOCR Institution

					Phone Events			TTY Events			Text Events			Email Events			Letter Events		New						
Site Searches					Phone Calls			Confirmed			Confirmed			Delivered			Delivered			Printed		Deleted	Total	Registration	
Phone	VINE Watch	VINE Link	VINE Mobile	Total	In	Out	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No			New	
Totals	1,370	16,123	180,863	1,764	200,120	1,669	25,573	27,242	1,342	780	2,122	3	1	4	1,719	22	1,741	9,877	139	10,016	2	4,154	0	4,156	2,693

DOCR Probation/Parole

					Phone Events			TTY Events			Text Events			Email Events			Letter Events		New						
Site Searches					Phone Calls			Confirmed			Confirmed			Delivered			Delivered			Printed		Deleted	Total	Registration	
Phone	VINE Watch	VINE Link	VINE Mobile	Total	In	Out	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No			New	
Totals	1,370	16,123	180,863	1,764	200,120	1,669	15,932	17,601	739	502	1,241	0	2	2	686	14	700	5,500	97	5,597	0	337	0	337	4,363

Services and Achievements

Throughout the incarceration period of an offender, it is important that victims are able to express their concerns or thoughts regarding the impact that a crime has had on them.

One way victims get the opportunity to be heard is during the parole board each month. The victim coordinator works directly with victims throughout the parole process to ensure that victims are able to provide their statements. This is done either in person, by phone or by letter.

Another way the DOCR receives victim input is by the victim coordinator being a member of various committees, such as Work Release and Case Planning Committee.

Recently, as a way to increase victim's satisfaction with the corrections process, the DOCR started implementing Accountability Conferences. This provides the victim and offender the opportunity to meet face-to-face, with a trained facilitator supervising the entire process. The main goal of the conference is to allow the victim to have some closure with the crime, and the offender the chance to take responsibility for their crime and recognize the impact their behavior has had on others. Both parties have to be willing to participate, if either party chooses not to continue at any time, the conference is cancelled. The conference is victim initiated, and in some

cases, is initiated by the offender.

Another helpful service that the VSP continues to provide is information and education to victims and the public regarding other statewide victim services. One way of providing the information is through the VSP website. The website provides information regarding state and national victim resources, as well as an application and information for Crime Victims Compensation. The website also provides easy access to the ND SAVIN link, a link to NDCC 12.1-34, as well as the various victim/witness programs throughout the state. All this information can be found by going to the DOCR website: <http://www.nd.gov/docr/programs/victims.html>

The VSP continues to work closely with ND Criminal Justice Information Sharing (CJIS) on maintaining the North Dakota Statewide Automated Information and Notification system (ND SAVIN). Victims can utilize ND SAVIN as a way to be notified, by phone, text or email, of status changes regarding a specific offender. ND SAVIN is not only a great source for notices, but it is also a source of information for victims, the public and various statewide law enforcement agencies. The DOCR continues to develop and improve the type of information and notifications provided by ND SAVIN. Recently, ND SAVIN implemented a linking technology allowing all registrations with the county jails to link to DOCR registrations as well. This allows for greater ease for victims when utilizing the program and increases the likelihood that victims are receiving all notices they are entitled to receive.



The VSP has also been instrumental in planning and implementing Candle Light Vigils in honor and memory of Victims of Crime. In April 2012 and 2013, during National Victim Rights week, the VSP collaborated with the Minot State University Student Social Work Organization (SSWO), Bismarck Branch, to plan the events. The event was held at Good Shepherd Lutheran Church. The VSP received a National Crime

Victims' Rights Week Community Awareness Project Grant each year to help offset the costs of the event. Each year the events have community members speak, as well as victims and surviving family members. The goal of the event is to honor victims, family and friends of victims, as well as provide communities about victim's rights, and resources available to them.

The VSP also has been working with a multi-disciplinary committee to increase restitution collection from inmates. This has been a large undertaking, but ultimately a new policy and procedure has been created within the DOCR that is supported by law allowing the warden to guide the inmates in paying towards their legitimate financial obligations while they are incarcerated. Inmates are now required to pay 25% of wages or incoming money towards any restitution that is owed.

OFFENDER RE-ENTRY

North Dakota utilizes a “Recidivism Reduction” philosophy in managing the offender population. This means our practices are based on evidence that is consistent with recidivism reduction. Reducing recidivism (offenders returning to incarceration within 3 years of release due to a new crime or technical violation), leads to reducing the commission of new crimes...LESS CRIME = FEWER VICTIMS = SAFER COMMUNITIES.

Since the goal is recidivism reduction, one must first assess the criminogenic risk and needs of offenders, and then apply evidence-based programming to reduce that risk. “Criminogenic risks” are characteristics producing or tending to produce crime or criminal activity. The criminogenic risk assessment the DOCR utilizes is the Level of Services Inventory-Revised (LSI-R). The LSI-R consists of ten criminogenic risk domains that are both static (do not change) and dynamic (may change over time):

- Criminal History
- Education/Employment
- Financial
- Family/Marital
- Leisure/Recreation
- Accommodation
- Companions
- Drug/Alcohol
- Emotional/Personal
- Attitude/Orientation

Utilizing the information from the LSI-R, case plans are developed for every inmate, and higher-risk offenders on parole and probation to target the greatest criminogenic risk areas in an effort to reduce that risk. The DOCR offers programs in its facilities and referrals to stakeholder agencies in the community (such as drug and alcohol treatment, education and vocational training, anger management, family counseling, sex offender treatment, etc...) that target criminogenic risk. If the offender successfully completes the programming, the criminogenic risk is reduced, therefore reducing the person’s likelihood of returning to prison.

The Deputy Director of Transitional Planning was assigned to co-facilitate the redesign of treatment programming and implementation of correctional practices that have been proven to reduce recidivism. The department contracted with the University of Cincinnati Corrections Institute to implement this massive project. Several committees were formed to review departmental procedures in the areas of assessment, program delivery, curricula, quality assurance, and core correctional practices. Over 130 staff were trained as group facilitators and as program trainers. The implementation facilitators felt it very important to develop internal program trainers so as not to continue to expend resources to outside agencies for training services. With procedure changes in place, facility managers continue the quality assurance plan to ensure all programs are delivered by highly skilled staff with fidelity.

OFFENDER APPRAISAL

The NDDOCR Division of Adult Services shall complete a sentencing report on every offender sentenced to a DOCR facility based upon the Addiction Severity Index (ASI) and the Levels of Service Inventory Revised (LSI-R) hybrid appraisal.

The sentencing report is a document whereby contract staff interview a new inmate upon arrival using the LSI-R/ASI and entering the information into a report format. DAS staff completes the rest of the report with required information as outlined in the sentencing report policy. The sentencing report becomes a dynamic document and is updated with information as the inmate moves throughout the correctional institution system.

The report includes basic demographic a listing of criminal offenses for which the individual is incarcerated as well as their projected good time release date, prior criminal record, a snapshot of the inmate's life including such areas as their education and work history, family background, alcohol and drug history and attitudes towards society and laws. Lastly, the report compiles programming the offender has been involved in while incarcerated, institutional adjustment reports completed by case managers and a record of institutional misconduct. The report is used throughout the DOCR to make management and release decisions.

During the 2011-2013 biennium, the division completed 2,284 sentencing reports. Transitional Planning Services staff also facilitate quarterly quality assurance meetings to ensure all persons responsible are inputting accurate and timely information.

Notifying Judges and States Attorneys

Per N.D.C.C. 12-59-10 TPS staff is required to notify judges and states' attorneys of an inmate's upcoming Parole Board hearing. The process includes submitting via email the judges and states' attorneys a document which includes the inmates' basic demographics and a photo. There is an area on this same document where the judges and states' attorneys may type their response to the Parole Board and return it via email for the Parole Board to review.

DOCR HONOR GUARD



The mission of the North Dakota Department of Corrections and Rehabilitation (DOCR) Honor Guard is to provide a positive image for the DOCR staff so they can be recognized for their hard work and dedication to the State of North Dakota.

The DOCR has two Honor Guards-James River Correctional Center Honor Guard and Honor Guard West. Each team is responsible

for services in their respective half of the state. The Honor Guards were formed in 2007.

LEGAL RECORDS

The Department of Corrections and Rehabilitation (DOCR) processes almost 6,000 criminal judgments each year for adult offenders. A small percentage of these judgments have mistakes that require attention. These range from typographical errors that may change the meaning of the judgment or cause some confusion all the way to violations of the North Dakota Century Code or Supreme Court decisions. Although the number of problem judgments is small, they can have a significant impact on the offender who is sentenced.

The DOCR has the responsibility to assure that it executes all lawful sentences to the DOCR as well as a legal and ethical duty to uphold the law and work with the state's attorneys and courts to correct illegal sentences. DOCR staff on the front line have found themselves caught in the middle of differing interpretations and opinions by the court, state's attorney and other DOCR staff. A DOCR team was appointed by the director to examine this situation and develop standardized guidance for staff. The team identified the need for a position that will develop policy and practices to identify and correct problem judgments.

The DOCR has conducted training to help staff identify judgments that require corrections, but this can be a very complex task. Centralizing both the auditing process and our response to problem judgments provides a consistency and mechanism for the DOCR as well as courts, prosecutors and clerks of court.

In August 2012 the director created a Legal Records Manager position. In January 2013 the incumbent began a quality control program that has several elements. A series of business rules were developed that concentrated on parole and probation functions. Quality control practices regarding the prison have also been instituted. Before August 2012 the director had issued guidance to staff and supervisors on how to respond to problem judgments and how to identify some of the issues that face the department. Perhaps the most significant step has been to train staff on this guidance and spearhead a uniform response when problems are identified.

The complexity of law and the interpretations of Supreme Court decisions have reinforced the dynamic processes of our judicial system. While many constituents have responded favorably to inquiries about problem judgments and have worked diligently to correct the issues identified, others have opinions that differ from the presented proposals and have not been willing to pursue corrections to identified problems.

In closing, the primary purpose of the Legal Records Manager is to serve as the central repository for criminal judgments reflecting supervised probation and orders granting parole thereby interpreting the judgments and orders received from the courts and parole board according to state law and to timely and accurately record the judgments in the designated DOCR

databases according to policy. This position will initiate, plan, coordinate, and develop projects or programs and training for staff on legal matters that have major impact on functions within the organization. Additionally, it will coordinate and manage quality assurance, produce reference materials for staff and facilitate the correction of illegal or erroneous judgments.

PAROLE BOARD

The North Dakota Parole Board has six members who are appointed by the governor. The board is the sole authority for all parole related decisions in North Dakota. Statutory authority for is contained in N.D.C.C. 12-59.

North Dakota Parole Board Mission

The mission of the Board is to conduct informed and fair hearings on cases subject to the jurisdiction of the Board and take appropriate action to ensure public and victim safety and to reduce the likelihood of future criminal behavior of offenders by providing opportunities for rehabilitation.

Parole Board Members:

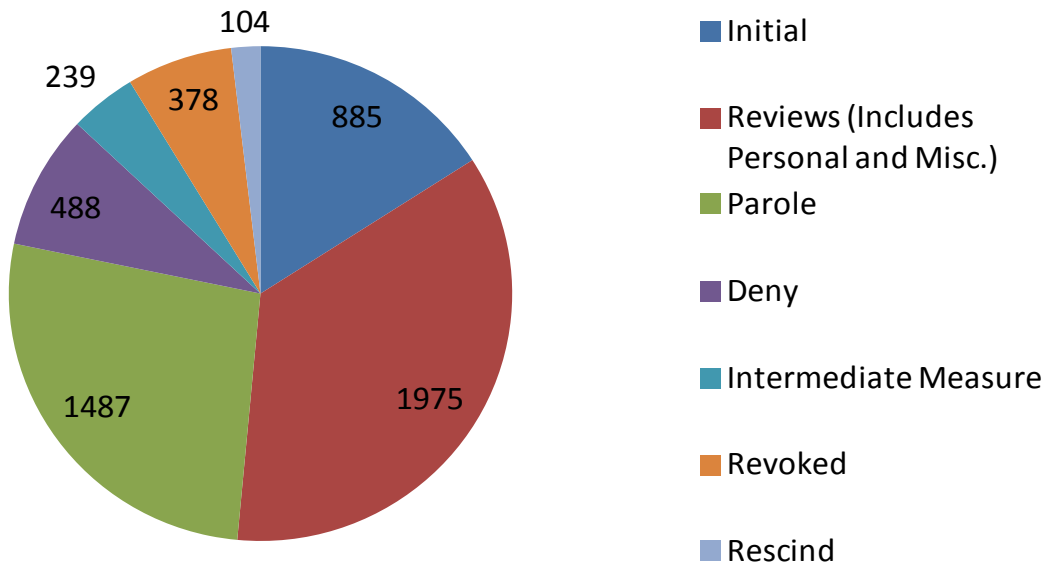
- Mr. Duane Houdek: Chairman
- Mr. Robert Bennett
- Ms. Jennifer Thompson
- Mr. Robert Udland
- Ms. Sheri Baker
- Vacancy

The board has taken on an ever increasing role in working with the DOCR and other stakeholders to effectively transition inmates from the prison to the community in an effort to enhance public safety, reduce recidivism and best manage valuable correctional resources. The board has grasped on to this role by holding the DOCR accountable to deliver effective and timely correctional programming and other resources so the board may diligently exercise its paroling authority. The board is critical to the state's Transition from Prison to Community Initiative (TPC) and has taken a leadership role in this effort as well. This is demonstrated by the fact that the chair of the board is a key member of the TPC Leadership Team and other board members have attended national conferences and trainings on paroling strategies, evidence-based parole decision making and other relevant paroling topics.

Transitional Planning Services is the administrative arm of the North Dakota Parole Board. Currently, the Director for Transitional Planning Services serves as the clerk to the board. Transitional Planning Services is responsible for managing the parole board docket, preparing and gathering documentation and information and executing the orders of the parole board.

During the 2011-2013 biennium, the North Dakota Parole Board was very instrumental in the transitional process:

Parole Board Actions July 1, 2011 through June 30, 2013



- The board reviewed and took action on a total of 3581 cases.
- Average length of parole granted was 294 days.
- North Dakota has one of the lowest parole revocation rates in the United States with a 27% revocation rate. The national rate is about 56% according to the United States Bureau of Justice.
- During this period a policy change occurred reducing the number of Initial Reviews conducted by the board.
- A record number of parolee's was recorded on June 30, 2013 with 536 people being on parole supervision.

Parole Planning

During the 2013 legislative session a change to the law occurred that eliminates the parole application requirement and placed everyone under the jurisdiction of the board if sentenced to a term of incarceration at the DOCR, unless otherwise precluded by law. This reduced paperwork processing time and alleviated some legal issues regarding parole review.

An inmate's parole planning begins upon arrival at the NDSP or DWCR by the Case Planning Committee. For those offenders who are parole eligible, programming and housing considerations are often correlated to an inmate's parole review date. Every effort is made to ensure inmates are given an opportunity to engage in risk reduction programs, prior to their scheduled parole board appearance or parole release date.

Prior to a parole board appearance, many inmates work directly with their assigned institutional case manager to complete a parole plan. This plan is submitted to the Intensive Program Coordinator. The Intensive Program Coordinator coordinates the investigation by a field officer. This information is then provided to the Parole Board members electronically.

Looking to the future, there is a significant amount of work that lies ahead. Through the Transition from Prison to Community Initiative, parole board initiatives, and other innovations in paroling and re-entry methodology there is hope for improvements that will yield positive results for our communities. It is critical that we utilize data to identify successful practices as well as targeting practices that must be improved. Our country and state must rethink our criminal justice system to assure more effective public safety outcomes that most efficiently use our correctional and judicial resources. We cannot afford to feed our incarceration addiction, both socially and economically.

INMATE CLASSIFICATION

ND DOCR classifies inmates into categories based on their risk to escape and potential for institutional misconduct. The three custody levels are maximum, medium and minimum. An inmate's classification level dictates what housing units an inmate may be assigned and levels of security practices when dealing with the inmate. Inmates' classification levels and housing assignments are reviewed annually or every six months once an inmate is within three years of release.

An inmate's classification level is primarily determined based on their numerical score on an actuarial risk assessment tool. This objective practice of classifying inmates gives a statistical probability that an inmate will attempt to escape or be involved in institutional misbehavior. In 2011-2012 the DOCR overrode the classification instrument 17.7% of the time assigning a different classification level than suggested by the instrument.

The classification instrument is reviewed annually. The DOCR is planning to do a more thorough evaluation and validation process of the instrument in the next biennium to verify that it is accurately identifying and classifying inmates to their proper custody levels.

OFFENDER TRANSPORTATION & MOVEMENT

Transitional Planning Services provides the primary resource for ND DOCR to move male, female and juvenile inmates and community offenders across the state. Inmates and community supervision offenders may be moved for any of the following reasons: security, community safety, permanent housing assignment, treatment needs, parole violations, interstate compact violations and to assist with the release and transitioning of the inmate into the community. During the last biennium TPS transport logged 300,470 miles transporting offenders. That is equivalent to 12 times around the earth at the equator. The transports were completed with no major incidents, major accidents and no escapes!

The primary function of both classification and movement is to ensure inmates are being housed in the least restrictive environment to ensure public safety while promoting a transition back into the community. If an inmate has favorable behavior they may be moved from a secure setting to another less secure setting or if problems arise an inmate can be moved

back to a more secure setting.

In addition to the above transports each institution and Parole and Probation assists in moving inmates. Each institution provides its own transportation to community medical appointments and may be called to assist if the need arises for additional transports. JRCC provides a weekly transport for woman offenders going from the woman's prison in New England, ND to TRCC, a treatment center in Jamestown, ND. Transitional Planning Services organizes the return of inmates and community offenders who need to be returned to ND from other states most often due to active warrants in ND. Parole and Probation complete all flying armed transports for the department. Essentially movement throughout the system is a team effort that affects every area of the department.

MANAGING NONCOMPLIANT BEHAVIOR

Noncompliant behavior is defined as any new criminal activity by an offender, an offender's failure to meet the requirements of the supervision conditions, or if an offender absconds supervision. The management of this noncompliant behavior is a key to effective supervision and efficiently utilizing resources and ultimately in enhancing public safety.

Transitional Planning Services continues to have a dedicated staff member specifically assigned to Managing Noncompliant Behavior. The mission of this position remains to coordinate transition services for target offenders, improve transitional services, and reduce revocation rates for the Division of Adult Services so we can better allocate resources, target interventions, and improve coordination within the department as well as its partners. This position works in cooperation both with field staff, institutional staff and community resource providers.

From July 1, 2011 – June 30, 2013, the Intensive Transition Program Coordinator has been involved in 3,131 case staffings with field staff. These staffings have been to plan community interventions, revocation proceedings, sentence recommendations, or providing pertinent community supervision information for institutional staff.

DISCHARGE PLANNING & COORDINATION

Transitional Planning facilitates the transfer of offenders from prison to community supervision. TPS facilitated the transition of 1,819 offenders compared to 1,708 offenders during the previous reporting period. As offenders near the time of release and are set to begin parole or probation supervision, efforts are made to coordinate transportation to their next residence, provide instructions on where the offender is to report for supervision and inform the offender about obligations such as sex offender registration requirements, firearms prohibitions, treatment obligations or no victim contact orders. Prison case managers and parole officers are also contacted in order to assure the timely sharing of information.

Interstate Compact Release Planning

Inmates who are released from a DOCR facility on parole and/or probation who wish to reside with a family member who lives in another state may request to transfer their supervision through the Interstate Compact for Adult Supervision. This process requires the inmate to provide the name, address and phone number of the person(s) he/she wishes to reside with. TPS staff then contacts the family member and verify they are wanting the inmate to reside with them and will assist in that inmate's plan of supervision. The plan is then submitted via the Interstate Compact Offender Tracking System.

During the past biennium, 187 inmates transitioning from a DOCR facility had their supervision transferred out of state through the interstate compact.

Sex Offender End-Of-Sentence Review and Release Planning

Every effort is made to assure that any offender being released from prison has fully met their obligations and that their release plans are viable; however, extra emphasis is placed on sex offenders. Approximately one month prior to release, Transitional Planning Services reviews cases that are being prepared for release. Reviews and any follow-up work are conducted in the following areas:

- Criminal judgments are reviewed to assure that the offender has met all court requirements of the term of incarceration set forth by the court to determine if conditions of supervision are in place to adequately supervise the case in the community. If the offender has not met the terms of incarceration or if additional conditions of supervision are necessary, TPS coordinates with the Sex Offender Program Manager in order to file a petition for revocation or seek a modification of the conditions of supervision.
- Civil commitment referrals by the department to the states attorney are reviewed to assure that the states attorneys have made decisions on whether or not to file civil commitment proceedings on any sex offender prior to the offender's date of discharge.
- Residence plans are reviewed for viability. If plans are not viable, the case(s) are brought to the attention of the Sex Offender Program Manager to further coordinate community resources.
- Treatment obligations and offender participation is reviewed, sex offender registration requirements are confirmed, community risk levels are screened, victim's concerns are reevaluated and necessary follow-up work is completed prior to the release date.