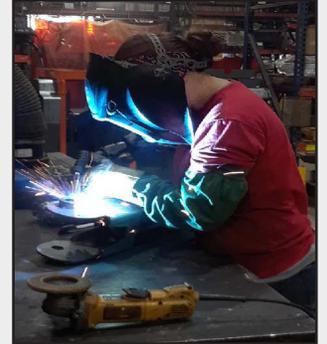




NORTH DAKOTA

DEPARTMENT OF CORRECTIONS AND REHABILITATION



2015-2017
BIENNIAL REPORT

Message FROM THE DIRECTOR

Dear Reader,

I am pleased to present the North Dakota Department of Corrections and Rehabilitation's (DOCR) Biennial Report. The agency is committed to its mission of enhancing public safety.

The field of corrections is constantly evolving and changing. The 2015-2017 biennium was no exception. We must adapt to change and address the changing corrections population. We are committed to improving outcomes for the adults and youth committed to our custody and supervision and strive to give them the tools to be successful. We have made progress in the areas of behavioral health treatment, core correctional practices, reducing the use of restrictive housing in our institutions and increasing humanity by incorporating the principles of normality, dynamic security and community involvement to make better neighbors rather than better prisoners. The DOCR was able to provide effective correctional services in spite of a \$10.8 million reduction to its general fund appropriation that required spending restrictions and budget reductions across all areas of DOCR operations.

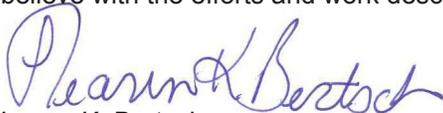
Recognizing that we are the largest provider of behavioral health services in the state, the DOCR has taken steps to develop strategies for both the adults and youth in our custody. During this biennium, the Division of Juvenile Services (DJS) and the North Dakota Youth Correctional Center (NDYCC) developed specific interventions for youth who have experience significant trauma. Within the adult services division, our clinical staff provided a broad range of services to address criminal thinking, substance abuse, violent sexual offending and serious mental illness. A substance abuse disorder was diagnosed in 78% of the adults served and 13% were diagnosed with a serious mental illness. Over 1500 adults completed substance abuse treatment while incarcerated with the DOCR. With the exception of our dedicated behavioral health professionals, our correctional employees are not trained to be mental health workers, but they serve in that capacity every day. During an interim study by the Incarceration Issues Committee, a survey of district court judges indicated that 70% of judges indicated they had sentenced low-risk, non-violent individuals to the DOCR for the purpose of accessing treatment. Individuals should not have to be incarcerated to receive the necessary behavioral health services. Recognizing that incarceration is the wrong approach to deal with addiction and mental illness, the 65th Legislative Assembly redirected \$7.5 million of the DOCR 2017-2019 budget to community behavioral health services with the goal of containing the growth of jail and prison populations and reinvesting saving into strategies that reduce recidivism, increase public safety and improve public health outcomes.

The DOCR continued to make progress in preparing incarcerated individuals to become contributing members of the community upon their release. The adults entering prison needing education increased by 29% this biennium, meaning 47% of all new arrivals need education to obtain a high school diploma or GED. Our education division increased its programming to meet the needs of the students, adding a more robust English Language Learner curriculum, launching a long term health giver program, adding a driver's education simulator and starting a construction management program. Rough Rider Industries provided hands on experience by employing and training adults in custody, providing them with valuable skills to ease the transition back into the workforce.

Although our adult prisons operated near budgeted capacity throughout the biennium, our dedicated employees worked hard to provide a safe environment recognizing that a safe environment goes beyond the fences of the prison. Great work has been done to enhance safety and security through building positive relationships with the residents, normalize the prison environment to reduce institutionalization and engage the community through volunteer recruitment. With the collaboration between our behavioral health and security professionals, we recognized a 60% reduction in the use of restrictive housing over the biennium.

Our commitment to public safety requires successful reentry. The Parole and Probation Division played a major role in meeting our mission through successful programs, case management and supervision. Our parole and probation officers continue to increase their use of Core Correctional Practices to develop rapport with their clients and reduce their risk of reoffending.

I am incredibly grateful to the men and women employed by the DOCR who work in difficult and sometimes dangerous positions to ensure that our communities are safer. Our State has a long way to go to eliminate the revolving door of incarceration, but I believe with the efforts and work described in this report, we are closer to that goal.



Leann K. Bertsch
Director

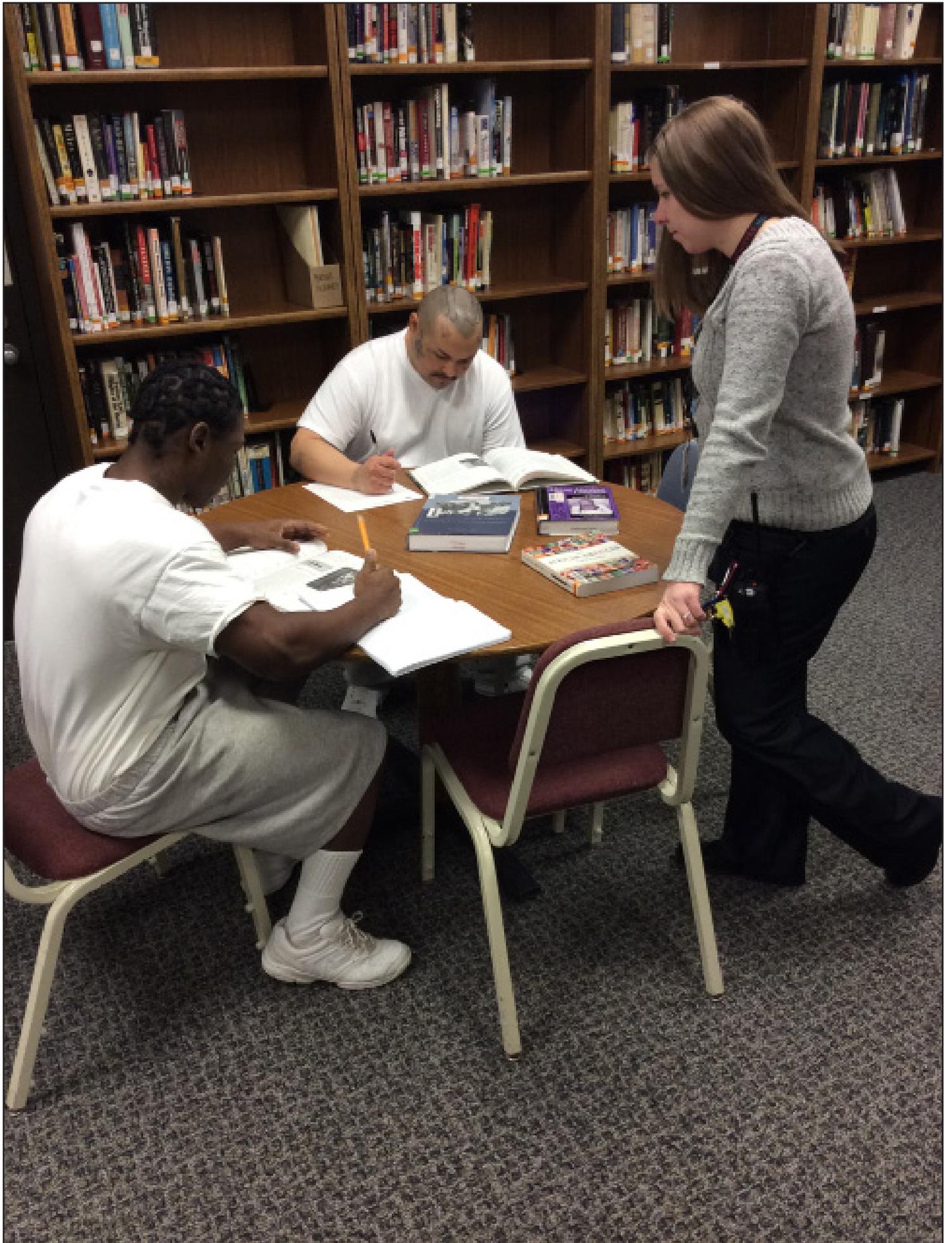


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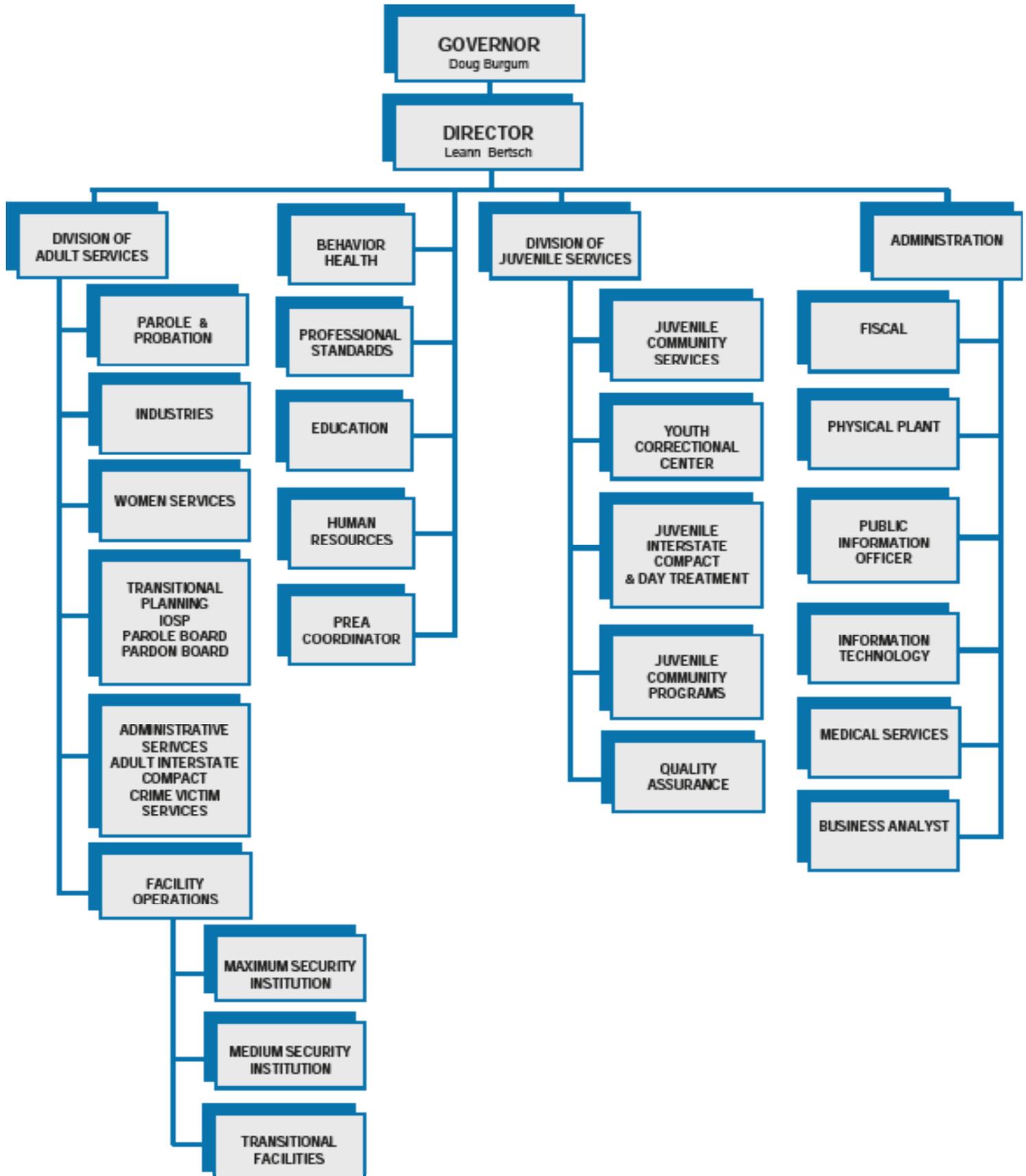
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ORGANIZATION

NORTH DAKOTA DEPARTMENT OF CORRECTIONS AND REHABILITATION



LOCATIONS

NORTH DAKOTA DEPARTMENT OF CORRECTIONS AND REHABILITATION

Beulah

- Parole & Probation

Bismarck

- Central Office
- West Central DJS Office
- Missouri River Correctional Center
- North Dakota State Penitentiary
- Parole & Probation

Bottineau

- Parole & Probation

Devils Lake

- Lake Region DJS Office
- Parole & Probation

Dickinson

- Southwest DJS Office
- Parole & Probation

Fargo

- Southeast DJS Office
- Parole & Probation

Grand Forks

- Northeast DJS Office
- Parole & Probation

Grafton

- Parole & Probation

Jamestown

- South Central DJS Office
- James River Correctional Center
- Parole & Probation

Mandan

- Parole & Probation
- Youth Correctional Center

Minot

- North Central DJS Office
- Parole & Probation

Oakes

- Parole & Probation

Rolla

- Parole & Probation

Wahpeton

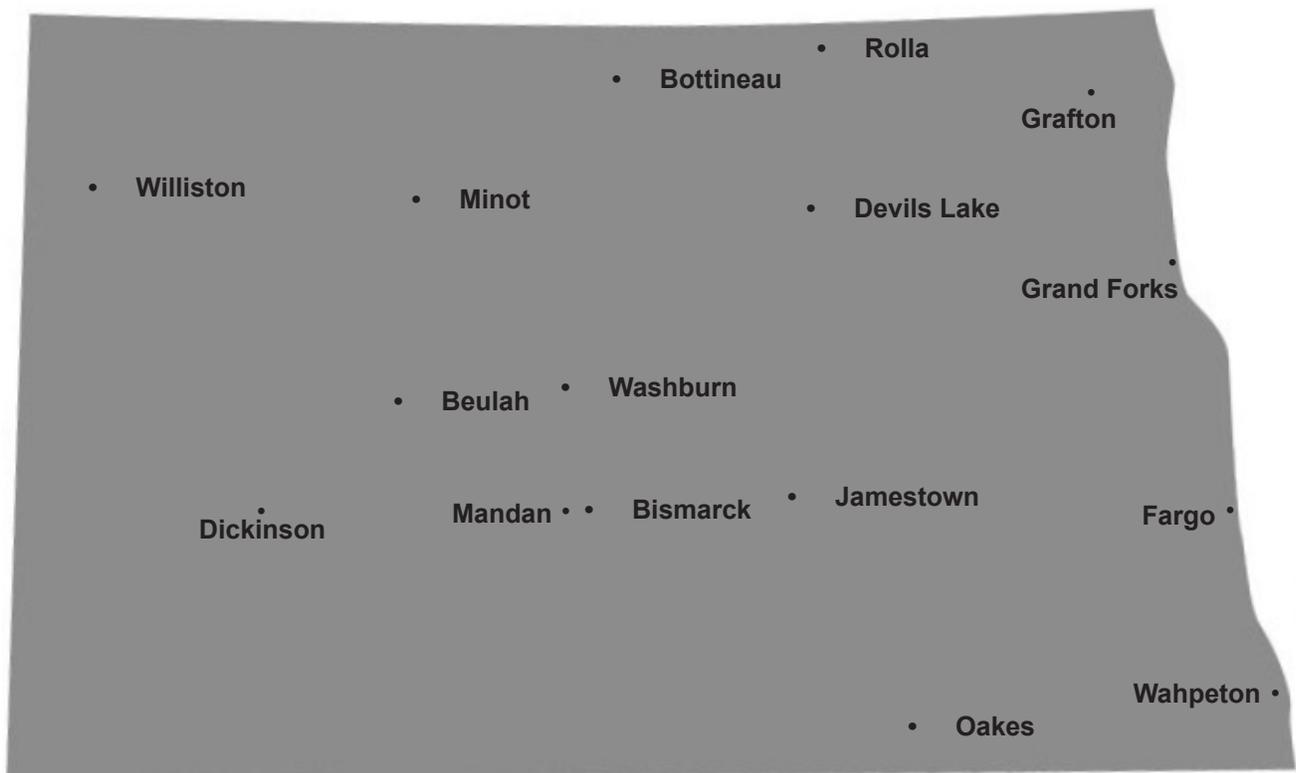
- Parole & Probation

Washburn

- Parole & Probation

Williston

- Northwest DJS Office
- Parole & Probation



ADMINISTRATION

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

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

Financial Services

The financial services division serves North Dakota taxpayers and the DOCR 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 primary responsibility of the financial services division is the management of the DOCR's biennial budget. Other responsibilities include accounting, procurement, and grants and contract management. Accounting responsibilities include the processing of all the DOCR's financial transactions, the maintenance of fixed asset inventory records, the preparation of monthly and year-end financial reports, the record keeping of all incarcerated resident accounts, and the preparation of 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 DOCR. Grants and contract management is responsible for the development and oversight of all DOCR contracts and federal grants.

The 2015-2017 biennium proved to be a financially challenging biennium. Due to the State's economic downturn, the DOCR was directed to reduce its original general fund appropriation by \$10.8 million. In order to comply with this directive, the DOCR not only evaluated current spending but also revised estimates related to future spending. As a result, spending restrictions and budget reductions were made in all areas of DOCR operations. Despite the budget challenges, the department's 2015-2017 general fund turn back totaled \$3.9 million (1.9% of the adjusted general fund appropriation).



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 2015-17 biennium began with an unexpected challenge to medical services as the DOCR's electronic health record application began to

experience critical failure. This challenge was further complicated when the authoring entity of the health record went out of business, leaving the DOCR without application support. Most vulnerable and the first to be impacted were pharmacy operations. To address this vulnerability, a new correctional pharmacy application was acquired and implemented in fiscal year 2017. The application is named CIPS and was acquired from KALOS, Inc. To date the remaining health record modules, although compromised to varying degrees, remain operational. Funding for a replacement electronic health record was obtained in 2017 legislative session and work on acquisition and implementation began immediately with the start of the 2017-2019 biennium.

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. In the fall of 2015, the DOCR pharmacy became an eligible entity under the federal 340B Drug Pricing Program. Participation in this program enables the DOCR to obtain pharmaceuticals at a significantly reduced cost and allowed the DOCR to reduce the 2015–2017 spending on pharmaceuticals by \$1.1 million when compared to the 2013–2015 biennium.

Medical services provide medical examinations, evaluations and when appropriate medical stabilization on all incoming persons entering the DOCR system. Routine on-going and emergent medical, dental, and psychiatric health care is also provided to all persons 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 the North Dakota State Penitentiary (NDSP) between all DOCR adult facilities. The James River Correctional Center (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 the Youth Correctional Center (YCC).

During the 2015-2017 biennium, chronic care clinics and preventative medicine remain as 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 YCC for juveniles who have not yet completed these highly recommended immunizations.

Plant Services

The plant services division is responsible for the design, installation, operation, and maintenance of all DOCR owned and operated facilities. In addition, plant services provides information and recommendations to respond to the legislative process in determining the potential short-term and long-term building needs of the DOCR. Plant services division has a total of 25 FTE's who are qualified tradesmen in their fields of expertise.

Facilities and Services:

DOCR 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:

- 69 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 in excess of \$218 million.

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

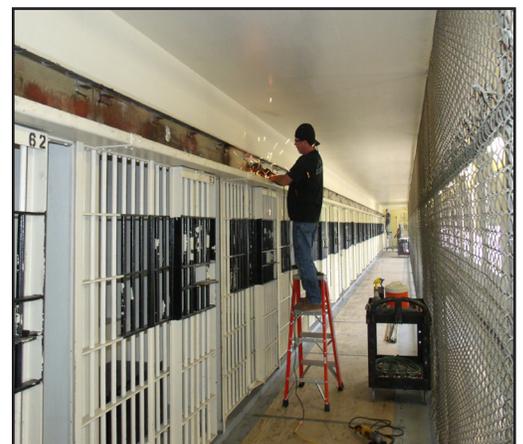
Successes:

Physical plant improvements:

- NDSP
 - West Cell House renovation – replacement of mechanical cell door locking system with an electronic system; upgrade of heating and ventilation system, security system upgrades, and renovation of office and dayroom space.
 - Roof replacements – roofs replaced on the Administration, Education and MTU buildings.
 - Perimeter security fence lighting – added LED lighting retrofits and made electrical improvements to increase visibility and improve energy efficiency.
- MRCC
 - Mold remediation – remodeled dormitory showers, repair of the main dormitory building roof, and installation of rain gutters and weatherproofing to the main dormitory building.
 - MRCC Flood Control – construction of a dike designed to provide flood protection to the property was completed in the summer 2017. MRCC inmates and staff assisted with the project by providing for the removal of over 250 large cotton wood trees.
 - Resident housing - a modular 36 unit dorm and dayroom building was delivered and set up to meet the growing demand for transitional housing at MRCC.
 - Miscellaneous site improvements – demolition of dilapidated structures - warden’s house and north barracks; updated the sewer lift station; relocated and expanded MRCC laundry; upgraded heat pumps in the main dormitory building.
- YCC
 - Power plant improvements – upgrades to the boiler included installation of automated steam valves, replacement of burners, and installation of a remote boiler monitoring system.
 - Miscellaneous site improvements – repaired roofing, added rain gutters and improved weatherproofing on Centennial Hall and Pine Cottage.

Challenges:

The challenges facing the Department in the future continue to



center on aging buildings and equipment. Buildings at the Missouri River Correctional Center and the Youth Correctional Center are in desperate need of replacement. Buildings and infrastructure at the James River Correctional Center are in need of major improvements. 70 and 90 year old buildings are the norm with infrastructure replacement many years beyond normal life cycle expectations.

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 and prison security technology infrastructure. The main focus is to provide the department with the resources to effectively and efficiently access and use information and security technology, 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 information which is critical to public safety.

During the 2015-2017 biennium, application development and support and prison security technology continue to remain the primary functions of the IT division. The following projects were undertaken and completed:

- Department of Corrections Subject Tracking and Reporting System (DOCSTARS) – DOCR community offender management system underwent a complete re-write.
- Inmate Law Library – law library resources centralized to one central server administered by ITD.
- System Interfaces – numerous system interfaces from DOCR applications were either implemented or upgraded .
- Parole and Probation 4G
- ELITE – DOCR offender management system underwent an upgrade to install a new sentence calculation routine, and to install the cell search module.
- Community Offender Fees – implemented, in coordination with JPAY, a new online service that allows community offenders to pay monthly supervision fees on-line.
- YCC Camera Project – added security cameras to each cottage and to the North and South entrances of the YCC campus.
- MRCC Intercom Project – installed a new system at the MRCC.
- NDSP Armory – Installed a new security system for the NDSP weapons armory.
- JRCC Control Room – Upgraded and rebuilt the JRCC control room interface to the security fence.

In addition to application development and support and prison security technology, the IT division is responsible for an ever growing physical information technology infrastructure. This responsibility spans four correctional facilities and 24 regional offices located throughout the state and consists of not only the deployment of IT equipment but also insuring the equipment remains up to date and operational.

Department of Corrections and Rehabilitation
Schedule of Expenditures by Division by Program - (Unaudited)
For the Biennium Ended June 30, 2017

<u>DESCRIPTION</u>	<u>AMOUNT</u>
Division of Juvenile Services	
Youth Correctional Center	15,851,294
Juvenile Community Services	8,426,569
Central Office - Juvenile	4,853,835
Total Division of Juvenile Services	29,131,698
Division of Adult Services	
Adult Administrative Services	6,867,295
Parole and Probation	22,284,047
Transitional Planning	3,017,072
Maximum Security Facility - NDSP	34,348,124
Medium Security Facility - JRCC	26,778,699
Transitional Facilities (MRCC & Contract Facilities)	31,572,286
Behavioral Health Services	8,105,882
Education	3,093,699
Women's Services (DWCRC)	10,985,512
Roughrider Industries	16,147,414
Central Office - Adult	39,775,225
Total Division of Adult Services	202,975,255
Total Department of Corrections and Rehabilitation	232,106,953
General Funds	201,344,049
Federal Funds	7,697,399
Special Funds	23,065,504

Department of Corrections and Rehabilitation
Schedule of Expenditures by Division by Line Item - (Unaudited)
For the Biennium Ended June 30, 2017

<u>DESCRIPTION</u>	<u>AMOUNT</u>
Division of Juvenile Services	
Salary and Benefits	22,107,447
Operating Expenses	5,468,001
Capital Assets	857,106
Grants	699,144
Total Division of Juvenile Services	29,131,698
Division of Adult Services	
Salary and Benefits	110,782,164
Operating Expenses	84,017,391
Capital Assets	3,701,072
Grants	4,474,629
Total Division of Adult Services	202,975,255
Total Department of Corrections and Rehabilitation	232,106,953
General Funds	201,344,049
Federal Funds	7,697,399
Special Funds	23,065,504

HUMAN RESOURCES

The Human Resources (HR) Division within the North Dakota Department of Corrections and Rehabilitation (DOCR) has made significant improvements in employment processes and policies to ensure that HR is a true business partner, enhancing the achievement of DOCR mission and objectives. The DOCR utilizes over one hundred different job classifications, an FTE count of 836 FTE's for the 2015-2017 biennium, and over 100 temporary staff filling positions. The DOCR HR division consists of six FTE; two HR/Payroll Technicians, three HR Officers, and one HR Director. The DOCR HR division provides:

- a single point of contact for all DOCR divisions, which ensures department compliance with all state and federal governance relating to employment;
- advises managers on all employment matters, including staffing plans, salary management, performance management, and progressive discipline;
- leading and conducting workplace investigations;
- providing critical resources and leadership for all recruitment activities;
- provide employee and supervisor skill training and education;
- create, review, and maintain employment policies and processes;
- processing payroll and benefits, and administrator for HR/Payroll, Absence Management, Time and Labor, and Recruitment modules within PeopleSoft;
- creating sustainable HR and employment reporting and metrics;
- provide consultation and information related to Employee Assistance Program (EAP) services;
- ensure fair and effective employee grievance process; and
- classification actions for all positions, working with Office of Management and Budget, Human Resource Management Services (HRMS).

Accomplishments

In July 2015, DOCR Human Resource personnel assisted managers in the disbursement of a two to four percent performance pay increase and no market component increase (0 percent). For July 2016, the DOCR decided to provide a two percent performance pay increase to all successfully performing DOCR employees and no market component increase (0 percent), in response to budget limitations. Also for July 2016, HR completed the process of dispersing a 2.1 million dollar (1.6 million dollars in 2015 and 500,000 dollars in 2016) targeted equity pay package to 192 employees working as Correctional Officer I, II, and III. For both July 2015 and 2016 the DOCR reduced the performance pay increase for employees suspended or placed on a performance improvement plan during that performance year. The DOCR also provided 91 promotional and reclassification pay increases during the 2015 – 2017 biennium.

DOCR HR requested updates to several key position classifications, which involved revising the scope of work, duties performed, and minimum qualifications, in addition to requesting new classifications from Human Resource Management Services (HRMS) with the ND Office of Management and Budget. Classifications revised at the request of the DOCR included, Chief Nursing Officer-DOCR, DOCR Principal, and Parole and Probation Program Manager. Classifications created at the request of the DOCR included, Director of Resident Care - Youth Correctional Center.

Harassment and Bullying Training

The DOCR HR division partnered with HRMS and the DOCR training division to deliver harassment and

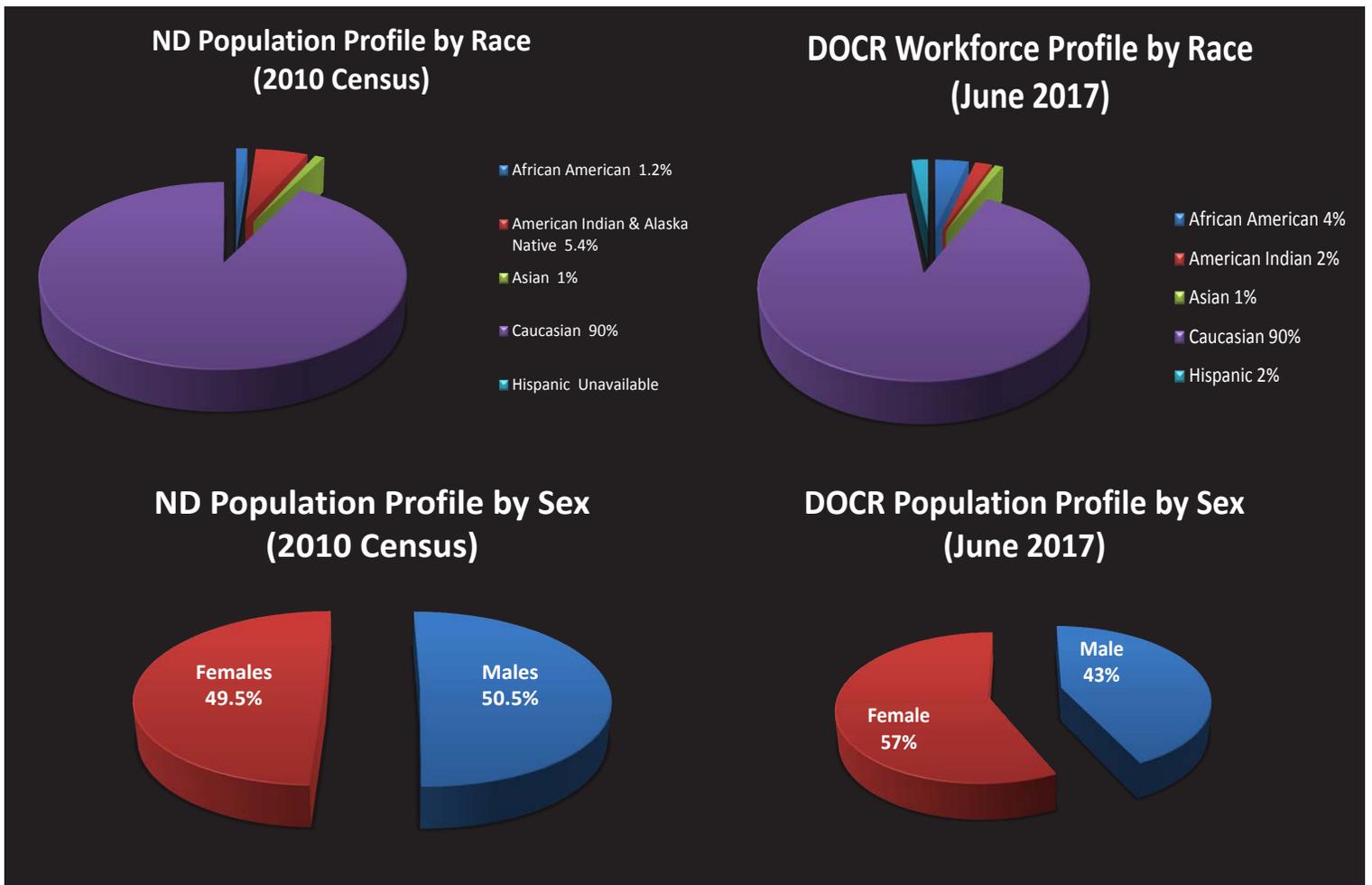
bullying prevention training to all DOCR employees. The training focused on what constitutes harassment and bullying, the governance prohibiting discrimination in the workplace (Title VII of the Civil Rights Act and the ND Human Rights Act), the different forms of harassment and bullying, what to do if harassed, steps managers must take to avoid discrimination and harassment, and what actions to take when an investigation is warranted. 715 DOCR employees have attended the training thus far, with more sessions planned to ensure all DOCR employees are able to attend.

The DOCR HR division reviewed more than 30 employment related policies to ensure compliance with all federal and state governance changes.

DOCR Workforce

The DOCR hired 304 regular and temporary employees and experienced 354 employee separations during the 2015-2017 biennium. The DOCR also processed 133 classifications and reclassifications.

Most DOCR employees are in classifications that provide direct security and/or health, education, case management, and treatment services to residents and students in the custody of the DOCR. Eighty percent of the DOCR workforce is in one of these direct care or security classifications. Correctional Officer is the most populated classification series, with 323 FTE ranging from Correctional Officer I to Correctional Supervisor II or Captain. The equivalent on the juvenile side is the Juvenile Institutional Residence Specialist and Security Officer, of which 36 FTE are assigned. There are 67 direct care medical (Nursing Aide, Registered Nurse, and Nurse Practitioner) and treatment (Counselor and Addiction Counselor, Social Worker, and Psychologist) FTE and an additional 90 FTE responsible for education and case management services. In addition, the DOCR utilizes over 100 temporary positions to serve as Correctional Officers, Juvenile Institutional Residence Specialists, and Instructors.



Recruitment

DOCR HR staff continued to develop and implement strategies for recruiting new employees in various difficult to recruit positions within the DOCR. The most difficult positions to recruit for are those fields that deal with offender mental and medical health such as Counselor and Addiction Counselor, Social Work, Psychology, Licensed Practical Nurse and Registered Nurse. The DOCR continues to provide internship placement programs for students from various Universities' in ND throughout the DOCR. We have had the ability to pay interns on a limited basis with matching funds established by the Legislature coordinated by HRMS. The program is called the Student Internship Program. Interns are important for the DOCR because they can fill critical vacant positions upon completion of their education with very little required training. Part of the DOCR recruiting efforts continue to include attendance at various career fairs held throughout the state of ND by higher education institutions, including United Tribes Technical College and Job Service.

Sources of Job Applicants

DOCR 2015

Source of Applicants	# Applicants
Blank (no source indicated)	422
College Recruiting	14
Current Employee	167
Email	66
Internet	1,002
Job Fair	8
Newspaper	20
Other	178
Radio	2
Social Media	4
Television	1
Walk-In	5
Total	1,889

DOCR 2016

Source of Applicants	# Applicants
Blank (no source indicated)	358
College Recruiting	6
Current Employee	232
Email	49
Internet	871
Job Fair	11
Newspaper	5
Other	190
Social Media	9
Walk-In	9
Total	1,740

Statewide FY 2015

Source of Applicants	# Applicants
Blank (no source indicated)	3,993
College Recruiting	106
Employee	1624
Email	790
Internet	12,121
Job Fair	112
Newspaper	413
Other	1,957
Radio	27
Social Media	95
Television	11
Walk-In	85
Total	21,334

Statewide FY 2016

Source of Applicants	# Applicants
Blank (no source indicated)	1605
College Recruiting	51
Current Employee	663
Email	288
Internet	4204
Job Fair	34
Newspaper	93
Other	771
Radio	2
Social Media	40
Television	1
Walk-In	33
Total	7,785

The DOCR's number of applications decreased 7.9% from 2015 to 2016. Statewide, during the same time period, the total number of applications decreased by 63.5%.

Filling vacant positions is a regular ongoing task for DOCR HR. The classification with the highest turnover is our largest classification; Correctional Officer I and II at our three adult male correctional facilities. Turnover continues to increase for Correctional Officer and Juvenile Institutional Residence Specialist at the Youth Correctional Center, which are the DOCR positions directly responsible for security and safety of our correctional facilities.

Human Resource and Staff Development Goals for the Future

Recruiting: The HR division is in the process of revising the entire recruitment process used by the DOCR. Everything from job descriptions, job announcements, use of social media, pre-employment assessment and screening tools, and interviews are under review. The HR division will start with the Correctional Officer classification and plans to have a new recruitment process implemented by January 2018.

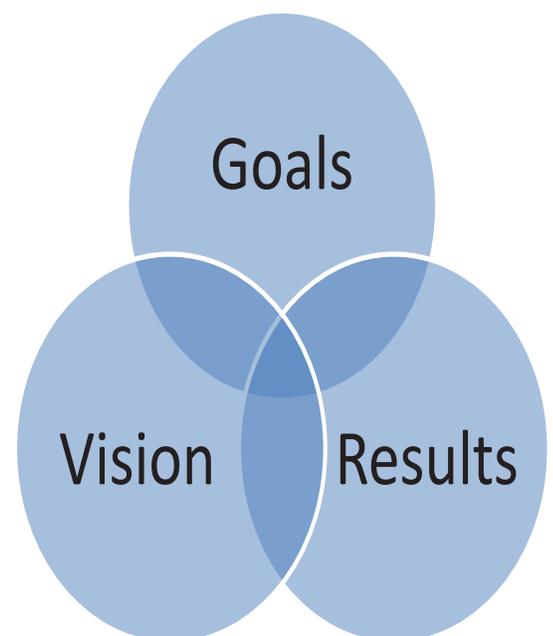
Social Media: The DOCR will utilize technology and social media such as LinkedIn, Facebook, and Twitter to increase visibility when recruiting for vacant DOCR positions. Information on job vacancies, what it is like to work for the DOCR, news and noteworthy developments related to the DOCR's mission, and other topics will be posted on various social media sites to enhance recruiting and communication efforts. Social media websites can also be an effective and influential way in conveying a department's workplace culture and mission.

Supervisor Development Training: The HR division is working on a new slate of training modules designed to provide tools and skills for all employees and supervisors. Employee skill building in areas such as leave management, career planning, and leadership are in development.

For supervisors, the HR division is working on skill building and education in areas such as performance management, coaching and feedback, Americans with Disabilities Act and Family and Medical Leave Act, Fair Labor Standards Act, equal employment opportunity and discrimination, interview skills, employee time and leave management, progressive discipline, and documentation.

New Employee Orientation (NEO): The DOCR will implement an improved three-phase new employee orientation program. Phase one will be a newly created full day onboarding session for all DOCR new hires; phase two consists of training and employee development; and phase three will encompass a consistent and effective process for all supervisors to ensure all new hires receive the tools and resources necessary to effectively and efficiently complete job tasks. Check-in's (one on one or group meetings) and surveys with the recent hires will be utilized to evaluate the new program.

PeopleSoft Time and Labor Module: The DOCR will go live with a new PeopleSoft module for Time and Labor. More than 75% of the DOCR's FTE are non-exempt and required to complete a timesheet. In addition, all temporary positions are required to complete a timesheet, which means over 700 DOCR regular and temporary positions will utilize the PeopleSoft Time and Labor module.



FACILITY INSPECTIONS



The North Dakota Department of Corrections and Rehabilitation (DOCR) is the state regulatory agency over jails, correctional centers and detention centers. In January 2017, the jail standards were revised and implemented to provide more clarity and reflect identified best practices. The DOCR also strengthened the inspection and reporting process to provide the counties with written observations completed by the DOCR inspectors.

The DOCR has specially trained department staff who are required to complete at least one inspection of each facility annually. Prior to the inspection, all facility policies are reviewed to ensure compliance with North Dakota Correctional Facility Standards. During the on-site portion of the inspection a complete tour of the facility is completed, staff and inmates are interviewed and correctional practices are observed. Areas of review include:

1. Administration
2. Inspections
3. Physical Plant
4. Admissions
5. Supervision and Security
6. Health Care
7. Safety and Emergency Procedures
8. Sanitation and Hygiene
9. Food Service
10. Telephone and Visitation
11. Mail
12. Access to Courts and Legal Representatives
13. Exercise and Recreation
14. Inmate Rights
15. Inmate Standards and Discipline
16. Special Management Inmates
17. Training and Staff Development
18. Compliance with Prison Rape Elimination Act

One hundred and eight (108) standards are reviewed and are required to be demonstrated to the DOCR Facility Inspector. Within 30 days of the inspection, a comprehensive inspection report outlining compliance with all 108 North Dakota Correctional Facility Standards is provided to the facility administrator. All facilities are required to be in compliance with all applicable standards. If a correctional facility is in violation of any standards, applicable state or federal law, the Director of the Department of Corrections and Rehabilitation may issue an order of noncompliance. If the Director determines that the violations are limited and minor, the Director may issue a letter of noncompliance to the correctional facility identifying the violations, required corrective measures and a time frame to correct the violations. If the Director determines that the violations

will have a measurable influence on the health and safety of inmates, staff, or the public, the Director may issue an order of noncompliance to the correctional facility and identify the violations and required corrective measures and any correctional facility shall immediately correct the violations. If a correctional facility fails to complete required corrective action within the time specified in the order of noncompliance or the extent of the violation is so egregious, the Director of the Department of Corrections and Rehabilitation may issue an order for immediate full, partial, or temporary closure of any correctional facility. In addition, the Director of the Department of Corrections and Rehabilitation may assess the Department's actual costs for inspection and monitoring the correctional facility upon issue of an order of noncompliance of any correctional facility.

The goal of the DOCR in managing regulatory authority over local correctional facilities in North Dakota is to ensure a safe, secure environment for those incarcerated, the community, and staff. This can only be achieved by publishing and enforcing standards based on clearly established law and best correctional practices. In addition, a complete and thorough evaluation of facility compliance with applicable standards is essential.

Facilities in North Dakota:

In North Dakota there are 31 multi-county or county operated secure correctional facilities and 3 city police lockups classified as:

- Grade one
 - Currently 16 and have authority to hold individuals up to one year.
- Grade two
 - Currently 5 and have authority to hold individuals up to 90 days.
- Grade three
 - Currently 1 and have authority to hold individuals up to 96 hours.
- Grade four
 - Currently 9 and have authority to hold individuals up to 8 hours, no overnight. Three of these are city police lockups (Fargo, Grand Forks and Minot).

STAFF DEVELOPMENT

PRISON RAPE ELIMINATION ACT (PREA)



The Staff Development division is concerned with preparing staff for duty, providing staff with pertinent in-service training, and providing our state's county correctional facilities inspections services. It involves the research, design, presentation, and evaluation of training programs to provide a safe and secure environment for staff and those we serve. The Department of Corrections and Rehabilitation (DOCR) is responsible to assure that all county facilities in our state are managed and operated in compliance with state and federal laws and guidelines. The DOCR Training Division has the Prison Rape Elimination Act (PREA) Coordinator within its portfolio.

The division strives to continually improve services and add value to all staff through effective evidence based training techniques. The Staff Development division exists to provide daily training to staff at the following sites:

- North Dakota State Penitentiary, Bismarck, ND
- James River Correctional Center, Jamestown, ND
- Missouri River Correctional Center, Bismarck, ND
- Youth Correctional Center, Mandan ND
- Eight (8) regional Division of Juvenile Services Offices statewide
- 16 regional Probation and Parole Offices statewide

Department-Wide Scope

- Design of training programs and systems
- Analysis of training programs and systems
- Provide pre-service training to all DOCR staff
- Provide in-service training to all DOCR staff
- Provide staff instructors to ND Law Enforcement Training Academy Peace Officer Training Program
- Provide pre-service and in-service training of North Dakota State Hospital (NDSH) Secure Services Staff
- Provide Risk Management assessments
- Serve as State PREA Coordinator
- Achieved full PREA compliance

Department-Wide Changes

Changes in Programs

- The ND DOCR submitted a request for technical assistance from the National Institute of Corrections in initiating the use of the Developing a Curriculum (DACUM) form of task analysis to assess and refine the content of training provided. The system was used for three job classes within the ND

DOCR during the biennium. Results have been used to conduct task and gap analysis and implement improvements to the new employee training curriculum.

- Using data generated during the DACUM process, the division updated and revised the Correctional Officer Basic Training Program. This involved reviewing 120 hours of instructional material and working with subject matter experts to create new lesson plans.
- The division created a new partnership with the Emergency Care and Safety Institute to provide CPR/AED training for DOCR Staff. NDSP was established as a training center, with one of the Training Directors certified as an instructor trainer. This was a significant time and cost saving measure. For the 2017 training year, this change will result in a projected cost saving for the department of \$2,689.00.
- NDSP repurposed existing space in their training department to create a physical skills training room. This will greatly reduce the need for off-site training facilities and provide staff with a safe and comfortable place to work on their skills.

Department-Wide Accomplishments

- The division completed development of a Leadership Development Course. Three sessions of the training were held, however we encountered issues with sustainability due to the man-hours involved in implementation.
- The division worked with the National Institute of Corrections to create a ND DOCR specific website where staff is able to access over 300 online training courses covering a wide variety of accomplishments. This website enables to division to upload the training records from this site directly into our LMS.
- The institutional training directors applied for and were accepted to attend the National Institute of Corrections: Learning and Performance Symposium. As a result they have been able to introduce interactive and activity-based concepts into numerous training courses.
- Adult Services learners completed 8,899 hours of training using web-based options within the PeopleSoft learning management system. This figure does not include web-based courses completed utilizing the National Institute of Corrections website.
- The Department facilitated 1,277 classroom-based training sessions consisting of 4,161 classroom hours. Doing so required 6,024 instructor man-hours and students spent 47,218 man-hours attending courses offered by the Department. There were 17,184 enrollments in the courses offered during the 2015 – 2017 biennium.

Department-Statistics

Employees Trained

- LETA: Trained 173 county jail employees
- NDSH Trained 42 North Dakota State Hospital employees
- Provided new employee training to 80 new ND DOCR Employees at JRCC
- Provided new employee training to 180 new ND DOCR employees at NDSP
- 551 staff accessed NIC online training courses
- These staff accesses 81 NIC courses for a total of 2,042 hours of online training.

Department-PREA Report

During the 2015-2017 biennium, the ND DOCR achieved full compliance with the requirements of the Prison Rape Elimination Act of 2003.

The second audit cycle under PREA began August 20, 2016. The DOCR PREA Team worked together to ensure all ND DOCR facilities were audited within the first year of this three year cycle.

2nd Audit Cycle Audit Results

Facility	Compliance Date	Number of Standards Exceeded	Number of Standards Met	Number of Standards Not Applicable
Missouri River Correctional Center	2/10/2017	17	24	2
James River Correctional Center	2/20/2017	17	24	2
North Dakota State Penitentiary	2/10/2017	17	24	2
North Dakota Youth Correctional Center	12/28/2016	2	41	0

At the conclusion of the audits, all audit reports were posted to the department webpage.

While very few of the reports received under PREA are determined to be substantiated, the ND DOCR continues to review and investigate every allegation which meets the definitions of sexual abuse or sexual harassment under PREA. The agency as a whole is committed to protecting those in our care from sexual abuse and sexual harassment.

PREA Allegation Statistics 2015-2016

Missouri River Correctional Center

Calendar Year	Substantiated	Unsubstantiated	Unfounded
2015	1	0	1
2016	0	2	3

James River Correctional Center

Calendar Year	Substantiated	Unsubstantiated	Unfounded
2015	10	9	13
2016	5	5	3

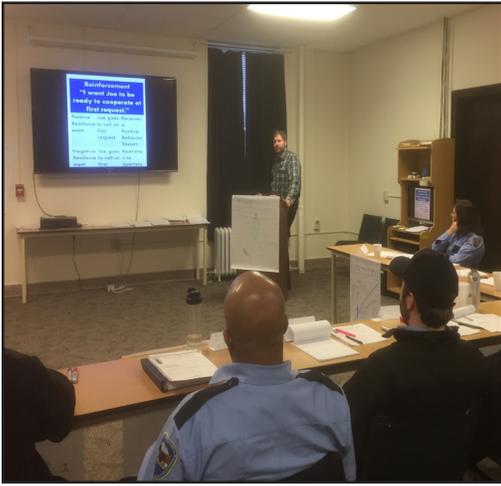
North Dakota State Penitentiary

Calendar Year	Substantiated	Unsubstantiated	Unfounded
2015	10	10	25
2016	6	4	13

North Dakota Youth Correctional Center

Calendar Year	Substantiated	Unsubstantiated	Unfounded
2015	1	2	1
2016	0	4	0

Department-Concerns



Based on the statistics within the Staff Development division, the need for in-depth staff training with an increase in retention of not only the content but also the employee him/herself is imperative. The ND DOCR Training Division is going to restructure its training model to be more responsive to the needs of the ND DOCR facilities.

The division is working to review and refine the current curriculum. We have identified a need to provide additional training to the practitioner instructors to accommodate the necessary reviews. All instructors are currently employed in full-time positions across the ND DOCR and would need to be taken away from their primary duties in order to instruct and conduct topic research and reviews.

Implementation of the combined core curriculum requires oversight to ensure consistency in presentations and fidelity of the overall training program. The division currently has only four full-time training officers whose primary responsibility is the oversight of the training program for one particular area. Providing effective oversight to the overall training program would require a full-time staff member dedicated to that endeavor. Ensuring fidelity of the training program could be made simpler by instituting a single training model that all facilities follow.

The division has identified the need to develop and implement supervisory/leadership training, as well as several job-specific training courses. We are finding it a difficult challenge to complete the research and development for these programs with limited staff resources.

JUVENILE SERVICES

Operational Overview

The Division of Juvenile Services (DJS) provides intensive case management for youth committed to the agency's care, custody and control. North Dakota Juvenile Courts are able to transfer custody from a parent to the DJS as a disposition for adjudicated delinquent youth. DJS has two primary subdivisions; community corrections case management supervision and secure care through the North Dakota Youth Correctional Center (NDYCC). Treatment and rehabilitation is accomplished primarily through the DJS intensive case management model.

Each youth under agency custody is assigned a Juvenile Corrections Specialist (JCS). The JCS supervises the case and works to further the goals of the treatment plan. The JCS develops a community placement agreement for youth who remain in their home or arranges for a suitable out-of-home placement somewhere along the continuum of care. The continuum of care includes foster homes, treatment foster care, residential care, psychiatric residential care, psychiatric hospitalization, and inpatient substance abuse and dependency treatment.

DJS also supports Day Treatment programs and Intensive In-Home Therapy, intervention services for youth that may not be under the agency's custody. Together with the juvenile court, funding is provided for Intensive In-Home family based therapy. 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 Programs are co-funded with local school districts. 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. These programs provide needed services that prevent youth from entering or further penetrating the juvenile justice system, or on the "back side" as youth re-enter their home communities following an out of home placement.

As stated above, the state juvenile correctional facility (YCC), is part of the DJS. YCC provides rehabilitative and educational programming in a secure setting for youth under DJS custody. Specialized contracts allow for the placement of Federal Bureau of Prisons (BOP) as well as youth from some other states. It also serves as the local detention facility for pre-adjudicated youth. Over the course of their treatment, youth may require the use of a number of programs in multiple levels of care. DJS operates 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.

In addition and by statute, DJS manages the Interstate Compact for Juveniles (ICJ). The ICJ is a federal act which establishes the procedures for cooperative supervision of juveniles on probation and parole, as well as absconding and runaway youth, between the 50 states and several US territories. DJS is responsible for training, requests, legal documents and interpretation of the rules and regulations in accordance with the ICJ.



Juvenile Corrections Practice

As the research unfolds, it supports all of the practices that North Dakota has funded, both in terms of the structure of the service delivery system and in the specific programs delivered. Prominent in the research is evidence that long stays in institutions do not decrease recidivism. Furthermore, community-based supervision is as effective as incarceration for youth who have committed serious offenses. The DJS has always emphasized a system of community-based case management, where delinquent youth are served in the least restrictive and most appropriate environment available. Secure placement for youth at the NDYCC occurs only when public safety must be preserved. Effective case management is based on a comprehensive case plan, and case planning depends on thorough assessment. Close supervision is another critical component of effective case management.

Youth committed to the DJS undergo 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 case plan development. The outcome of the assessment process is a comprehensive treatment plan that links the youth to services and interventions that will provide them the treatment, skills and competencies to live a productive life. The assessment period concludes with a staffing to discuss the assessment findings and present the Treatment and Rehabilitation Plan. Families, the community case manager, and Assessment Center staff attend the staffing.

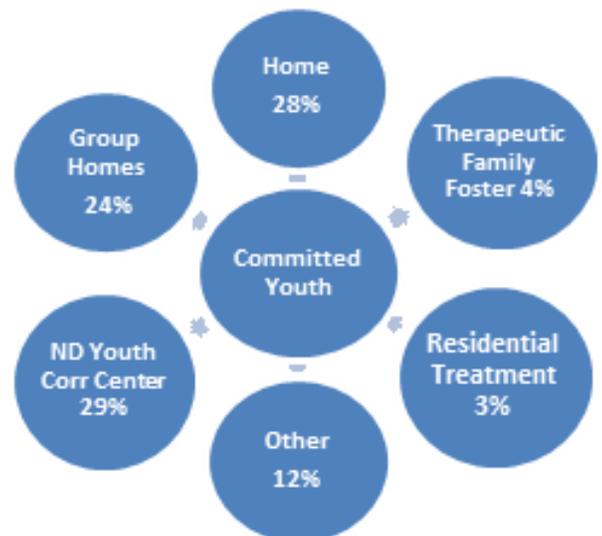
This plan is submitted to the committing juvenile court and a progress report follows every 90 days. The development of the plan takes into account the principle of responsivity, referring to the fact that youth respond differently to different treatments. Since the wrong treatment could exacerbate a problem, careful matching of youth to specific treatment services is a paramount consideration.



During the assessment process, DJS uses an automated risk and needs assessment tool established specifically for juvenile offenders. It is designed to take advantage of recent 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 one third of those youth are chronic offenders, meaning that if left unsupervised they would continue to commit crime.

In addition, almost half are considered at risk of being violent. This emphasizes the importance of matching youth to specific treatment interventions that research has shown to be effective.

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 support the individualized treatment plans developed during Assessment, it is critical that staff have a range of placement services from which to choose. Juvenile Corrections Specialists also work with residential facilities, foster homes, and the NDYCC that are located across the state.



Youth with behavioral health impairments continue to penetrate into the corrections system in significant numbers. This increase has prompted DJS to make strategic changes in how the youth in care are managed, as their serious mental health challenges play out daily in their behaviors. During this biennium, 86% of the youth had a diagnosed mental health disorder, and 46% required medication for that disorder.



It is important to frame this discussion in terms of the national conversation, as the over-representation of youth with mental health disorders has reached epidemic proportions in other state's corrections systems as well. Approximately 70% of juvenile justice youth nationally meet the criteria for at least one mental health disorder. Evidence suggests that 27% of juvenile justice youth nationally have a serious mental health disorder, and more than half meet the criteria for at least two diagnoses. Rates of mental health disorders amongst youth in the juvenile justice system are three times higher than that of the general youth population.

In the North Dakota population, like the population of juvenile justice youth in other states, youth are most commonly diagnosed with disruptive, impulse control, and conduct disorders. Secondly, they have substance abuse and addictive disorders. Many have trauma and stress-related disorders, and are anxious and depressed. There is a growing group of youth who are beginning to exhibit schizophrenia spectrum and other psychotic disorders, as well as neurodevelopmental disorders.

In addition to all of the normal problems of adolescence (the lack of impulse control, poor judgment and decision making), these youth have significant behavioral health problems that stem directly from their very poor mental health. When they arrive, they are explosive, assaultive, and demonstrate very poor self management. Often, these youth have experienced multiple traumatic events, significant child neglect and abuse, and have elevated levels of suicidal thoughts coupled with significant histories of suicide attempts. The presence of these youth puts enormous strain on the service delivery system. DJS has concentrated on training staff in adolescent development and mental health issues, as well as strategies for intervening with youth who have significant mental and behavioral health challenges.



Two specific interventions for youth who have experienced significant trauma are utilized for the population placed at the YCC, Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) and Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS). TF-CBT is an evidence-based treatment for adolescents impacted by trauma. Research shows that TF-CBT successfully resolves a broad array of emotional and behavioral difficulties associated with single, multiple and complex trauma experiences. In addition to this model designed for individual youth, a group based model of trauma therapy is also in use.

SPARCS is a group intervention that was specifically designed to address the needs of chronically traumatized adolescents who may still be living with ongoing stress and are experiencing problems in several areas of functioning. These areas include



difficulties with affect regulation and impulsivity, self-perception, relationships, somatization, dissociation, numbing and avoidance, and struggles with their own purpose and meaning in life as well as worldviews that make it difficult for them to see a future for themselves. The overall program goals are to help youth cope more effectively in the moment, enhance self-efficacy, connect with others and establish supportive relationships, cultivate awareness, and create meaning.

During this biennium, the NDYCC made considerable progress towards the goal of creating a trauma informed environment. Major revisions to policy, procedure and practice are required for a correctional environment to transform itself into a place that can continue with the core mission of safety and security while also attending to the significant needs of this more troubled and highly reactive youth population.

In addition to specific training related to working with youth mental and behavioral health needs, DJS trains its entire staff in core juvenile correctional practices. This includes training based in a strategy called “Motivational Interviewing”, which teaches staff to be attuned to youth ambivalence and level of readiness for change. Motivational Interviewing is considered an evidence based intervention. NDYCC employs the Phoenix New Freedom (PNF) program. PNF is a cognitive-behavioral, motivational interviewing and social learning concept that is designed to reduce resistance to behavioral change and decrease anti-social behaviors, including gang activity, while increasing linkage to protective factors and pro-social elements. The Mandt System provides the foundation for the DJS 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 DJS practice manages youth behavior based on those values.

At NDYCC, a licensed outpatient addiction program delivers traditional evaluation and group-based treatment. In addition DJS offers CBISA at the YCC as well as in the community. “CBISA” is the acronym for Cognitive-Behavioral Intervention for Substance Abuse. Cognitive behavioral interventions are widely regarded as amongst the most effective for justice involved youth. Other interventions employed at YCC include Victim Impact (a group based on restorative justice principles and practices), Pre-Treatment for youth with sexual misconduct, and the Grief and Loss group.

YCC houses youth in four cottages. Each cottage is staffed with a cottage director and a team of resident specialists who are responsible for the activities, programming and behavioral management of the youth who live in that building. After completing their initial assessment, some youth move into a longer term placement status at YCC. These youth typically require considerable programming in order to sufficiently develop the behavioral controls necessary for them to be released to a less restrictive level of care. Other youth are placed into a less structured residential placement, or even to the home of their family or a relative following their assessment.

YCC also offers “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 residential 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.

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. 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 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. 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.

Quality Assurance

DJS works to monitor the achievement of performance goals by using data collection and analysis, positive youth outcome as well as recidivism analysis, and internal and external performance auditing.

The community case management system works in collaboration with the state foster care system. Case management activities undergo random case file audits, under the Children and Family Service Review process outlined under federal child welfare regulation. These audits are completed by teams of external auditors, and are conducted annually in each of the 8 service regions. In addition, DJS completes annual internal audits that include file review, interviews with families and youth, and interviews with system stakeholders.



The YCC utilizes a system called Performance-based Standards (PbS) to measure outcomes and provide a basis for continuous quality improvement and planning. This system not only gathers critical outcome data for assessment, detention and the long-term care program, but it also allows the YCC to compare itself to other state youth corrections and detention facilities across the country. Using PbS, YCC develops facility improvement plans that modify traditional correctional practices to better accommodate the increasing numbers of youth with serious and multiple mental health and behavioral health issues.

The recidivism rate during the first year of the biennium was 13.0%, which is consistent with rates from the previous 5 years. Recidivism is measured in the number of youth who return to state custody, either a return to DJS or as an admission to the adult DOCR, within 1 year. A full analysis of the second year is not yet complete, but the five year average is 14.8%.

Also in 2016, the YCC underwent its second Prison Rape Elimination Act audit. Federal Prison Rape Elimination Act (PREA) standard §115.402 specifies that audits shall be conducted by an independent auditor certified through the Department of Justice training process. YCC was deemed to be in compliance with 100% of the audit standards. The Prison Rape Elimination Act of 2003 (PREA, P.L. 108-79) was enacted by Congress to address the problem of sexual abuse of persons in the custody of U.S. correctional agencies.

Use of Volunteers

Volunteers assist with many of the overall goals and objectives of the Division of Juvenile Services, and are active both in the community corrections offices as well as on the YCC campus. Research shows that engagement with positive, prosocial adults is a powerful corrective force in young lives. Research also suggests that youth who remain connected to community based activities are more successful as they reintegrated. Volunteers at YCC provided thousands of hours of positive youth engagement during this biennium.

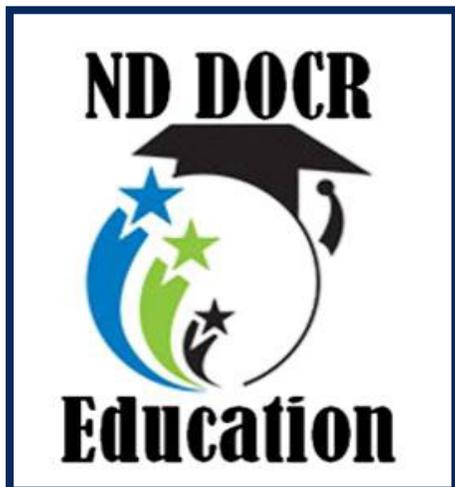
Examples include a weekly game night, which takes place in each of the four cottages. Volunteers visit the buildings and play board games, cards, table tennis, etc., and engage in positive relationship-building conversations with the youth. Youth are able to attend chapel services, and volunteers support this weekly activity as well. Volunteers, together with campus staff, were able to take some youth off campus to baseball games this summer.

Internships also account for thousands of volunteer hours. Providing opportunities for students supports work force development in North Dakota, and the DJS provides a rich and varied environment for young professionals to increase their practical skills and knowledge. Social work and criminal justice interns work in the cottages, and with the community case managers in various regions of the state. Interns also work in the school, with the licensed clinical counselors, and with the medical staff.

Other volunteers include chaplains and guest speakers, all of whom contribute to the quality of life experienced by the YCC residents. During the 15-17 biennium, volunteers contributed approximately 6,500 hours at NDYCC, and 1,400 hours in community based settings for a total of 7,900 hours.



EDUCATION



The North Dakota Department of Corrections and Rehabilitation (ND DOCR) Education Division is directly responsible for delivering education services for each population—juvenile (ND YCC) and adult (JRCC, MRCC, and NDSP). In addition within the 15-17 Biennium, the ND DOCR Education Division provides and supervises education in the contracted facilities of TRCC (TASC, TARP, TR) and DWCRC as well as law library services to all sites. The educators for the two diverse populations are one education division with sharing of resources, strategies, best practices, and supervisors. The division has a Director of Education that oversees all operations and principals along with assistant principals—tasked with education day-to-day operations and strategic planning

The ND DOCR operates under the following vision and mission:

- ND DOCR Education Division's Vision: A Successful Reentry for Every Student.
- ND DOCR Education Division'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.

Department-Wide Accomplishment - Graduates

A distance learning model was implemented to use the highly qualified teachers of ND YCC to provide instruction to those residents 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.

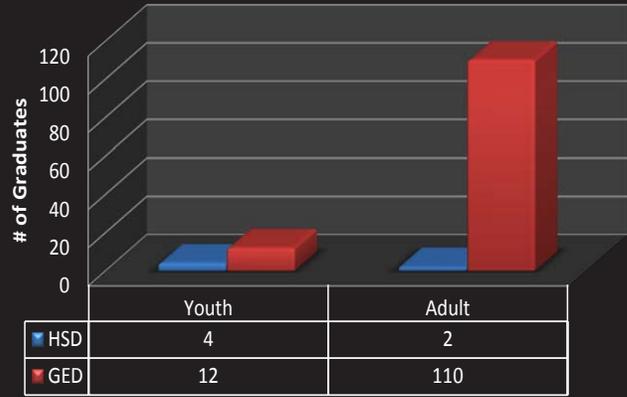
ND DOCR Education Division provides educational programming in six facilities in separate locations. All six facilities are accredited Adult Learning Centers, GED Testing Sites, and have the ability of offering high school diploma opportunities to those that would qualify through the North Dakota Youth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

During this biennium, the ND DOCR Education Division increased its programming to meet the needs of the students by adding a more robust English Language Learner services as well as fully launching civics literacy to all six sites. In addition, NDSP launched a long term health giver program through a service contract with Bismarck State College. The ND YCC added a driver's education simulator and trained two educators to be driver's education instructors.

2015-16 Graduates



2016-17 Graduates



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

Department-Wide Accomplishments

We have worked diligently to add sustainable programs that assist our students in being better prepared for employment when returning to the community. In addition, we are striving to bring enrichments and resources within education to better educate our students on issues and resources available to them. Below are just a few examples of program offerings added within the biennium followed by a complete list of what is current reality within the ND DOCR Education Division.

Within the Classroom

- Construction program at JRCC
- Sketch-up class that allows students to work with a 3D printer
- Started Institutional resident newsletter
- Off-site field trips implemented at MRCC
- Graduation ceremonies with residents playing music: guitar, violin, chorus
- Transitioned staff into testing coordinators at NDSP/MRCC and JRCC
- Added more administration positions (first an assistant principal who transitioned into full-time principal) to accommodate more staff and students
- NDSP garden projects
- Science experiments
- Reading is a Gift program
- Theo Art School
- Second Chance Job Fair
- ELL/ESL Robust Resources
- Pure classrooms with subject areas and levels of academic ability
- Acquired a drivers' education simulator and trained (2) YCC teachers to deliver the education to assist our students in becoming licensed drivers.

Library Services

- Providing services to orientation (2/17)
- Periodic refreshing of the disciplinary detention paperbacks in the Behavior Intervention Unit (2/16)
- Deleting unmarked institutional collections not part of the main library
- Entering into an informal arrangement with the Bismarck Public Library (from 1/2016) that has provided us with the following:
 - An unlimited supply of slightly damaged paperbacks for BIU, delivered monthly. These would otherwise be thrown away.
 - Priority access to the presales at their twice-annual sales, versus going during the main event.

This is otherwise only open to employees and volunteers and gives us first pick of the sale.

- Spreading the word throughout the institution regarding donations and clarifying donation policy to staff and community stakeholders. This has also been brought to JRCC. This has resulted in sustained, continued interest in donating books to the NDSP library, especially in 2017. We have obtained approximately 800 books and 100 jigsaw puzzles through this method since 1/2016
- Extensively cleaning up the quality and age of the books available at both NDSP and MRCC. Removed approximately 1,000 books at NDSP that were no longer circulating (a major security risk) and replaced them with titles that were more likely to circulate. At MRCC, removed approximately 500 books with “last circulation” dates as far back as the 1970’s and replaced them with a smaller selection of books that will circulate more regularly.
- ILL program restarted 3/2016
- TED Talks restarted 4/2016

Program Offerings	NDSP	JRCC	MRCC	YCC	DWCRC
GED Testing	X	X	X	X	X
GED Computer Literacy	X	X	X	X	X
Adult Basic Education	X	X	X	X	X
Pre-Adult Basic Education	X	X	X	X	X
Intro to Computers (Business and Office Technology)	X	X	X	X	X
SketchUP (prerequisite for AutoCAD)	X	X	X		
AutoCAD	X	X	X		
Keyboarding	X	X	X	X	X
Career Readiness (resume writing, job seeking, etc.)	X	X	X	X	X
Independent Study Programs	X	X	X	X	X
Post-Secondary Classes	X	X	X	X	X
Tutoring	X	X	X		X
Applied Math, English, Science, and Social Studies	X	X	X	X	X
Woodcock-Johnson III (accommodation testing)	X	X	X	X	X
WAIS-IV (accommodation testing)	X	X	X	X	X
Test of Adult Basic Education (TABE—academic performance)	X	X	X	X	X
Career Counseling (college apps, FAFSA, etc.)	X	X	X	X	X
Read Right	X	X	X	X	X
High School Diploma (to those who qualify)	X	X	X	X	X
Special Education (to those who qualify)	X	X	X	X	X
Vehicle Maintenance and Repair				X	
Plumbing				X	
Agriculture Education				X	
Welding			X	X	X
Commercial Arts				X	
Family and Consumer Sciences				X	
Technology Education and Engineering		X		X	

Construction		X			
Library Services	X	X	X	X	X
Music Education				X	
Individual Academic Planning	X	X	X	X	X
Academic Assessments	X	X	X	X	X
Financial Literacy	X	X	X	X	X
Civics Literacy	X	X	X	X	X
English Language Learner Services	X	X	X	X	X
Long Term Health Care Provider Training	X				
Theo Art School Enrichment	X	X	X		
Reading is a Gift Program for Parents	X	X	X		X
Driver's Education Simulation				X	
National Archery in Schools Program				X	
Heavy Equipment Simulation Training (Pending)	X	X	X		
Veteran's Council (Pending)	X	X	X		
Voc Rehab Partnership (Pending)	X	X	X	X	X
Toastmasters (Pending)	X	X	X		X
CNA (Pending)				X	

Enrichment Offerings	NDSP	JRCC	MRCC	YCC	DWCRC
TED Talks	X	X	X	X	X
Book Clubs	X			X	
Resident led music a graduation	X	X	X	X	
Employer Speakers and Mock Interview Experiences	X	X	X	X	X
Science Experiments	X				
Field Trips			X		
Tai Chi		X			
Paining Projects Resident Led	X	X			
Facility Newsletter		X		X	
Garden	X	X	X	X	
Real Life Fair				X	
Cottonwood Project				X	
"In Justice" Writing Project				X	
Career/Job Fair			X	X	
Nature Trail				X	
Mountain Biking				X	
Best of the Class				X	

Department-Wide Accomplishments - Read Right

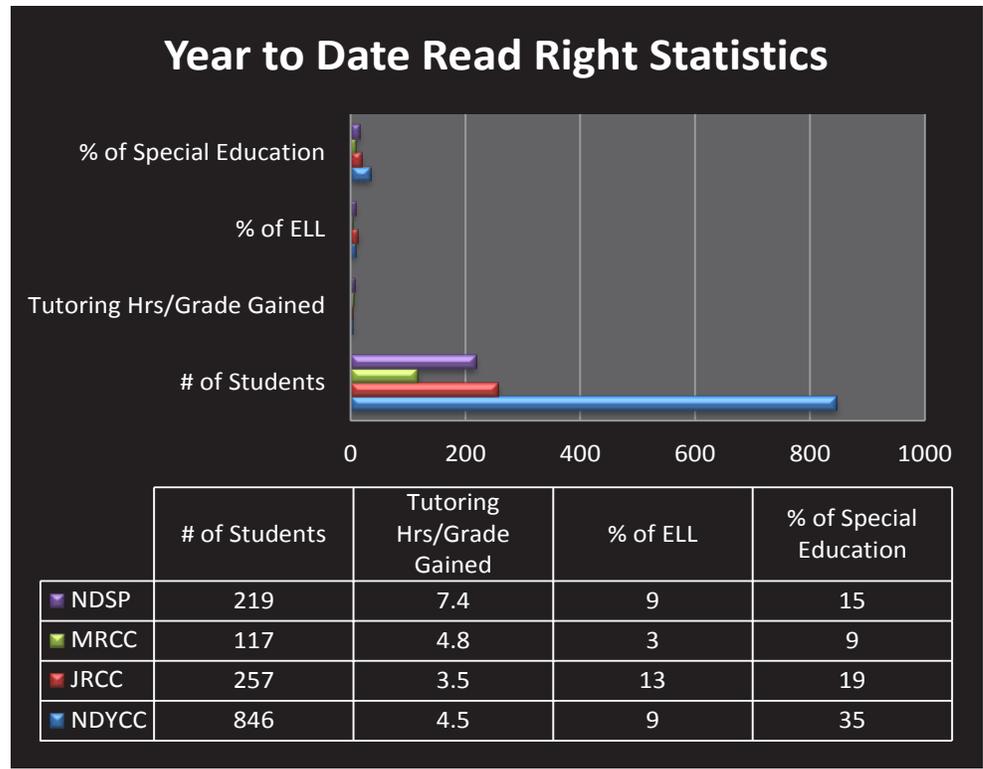
“Since 2005, North Dakota’s Department of Corrections has served 900 teens and adults in a remarkable way,” notes Dee Tadlock, Ph.D., founder of Read Right Systems and developer of Read Right methodology, chosen for use by the ND DOCR. “They are generating reading improvement that literally changes lives

with just a few hours of tutoring.” The data shows that, on average, ND DOCR students 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 (quoted in 2013 when ND DOCR received Read Right’s “Excellence” award).

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 were implemented in the adult population in 2010. The program has its own trainer that is nationally certified annually along with twelve tutors delivering the programming.

Read Right Program Since Implementation:

- 1,439 Students have been served
- 19.5% of those students are in the special education category
- 5.05 average tutoring hours per grade-level gained
 - National average of tutoring hours per grade-level gained is 11.9



Department-Wide Academic Statistics

Mandated Programming: GED, Adult Basic Education, and High School Diploma Earners

- 174 GED Graduates for adults located at JRCC, MRCC, and NDSP
- 19 GED Graduates with Honors
 - 1 GED Graduate at JRCC was named ND GED Student of the Year
- 817 Adult Students increased their educational functioning level
- 24 GED graduates for juveniles located at ND YCC
- 32 High School Diploma earners for juveniles located at ND YCC
- 3 High School Diploma earners for adults located at JRCC, MRCC, and NDSP
- 1,018 Total High School Credits earned for juveniles at ND YCC

Special Education and Accommodations:

- ND YCC Students arrive on average 2.74 grades behind their age group
 - Approximately 36% of students have special education needs
 - Compared to the statewide average of 19%

Specialty Statistics:

- ND YCC
 - 117 ND School Districts were served of 182 total of ND YCC
 - 474 students enrolled in elective job training courses
 - 21 students enrolled in post-secondary education
 - Average Length of Stay = 127.4 days
 - Average Age of Students = 16.5 years old
 - Average grade levels behind age equivalency = 2.74 grade levels
- Division of Adult Services
 - 721 students were enrolled in elective job training courses
 - 162 students enrolled in post-secondary education
 - Average grade levels of functioning = 4.1 grade levels
- Libraries
 - ND YCC total patrons per year = 15,371
 - DAS (3 Libraries) total patrons per year = 62,816

Total Students Served in Education:

- ND YCC  546 students
 - 222 Native Americans
 - 0 Asian
 - 51 Black, non-Hispanic
 - 28 Hispanic
 - 245 White, non-Hispanic
 - 437 male students
 - 109 female students
- Adult Services  1,954 **(29% increase from 13-15 Biennium)**
 - 761 Native Americans
 - 3 Asian
 - 156 Black, non-Hispanic
 - 187 Hispanic
 - 847 White, non-Hispanic

Department-Wide Personnel Concerns

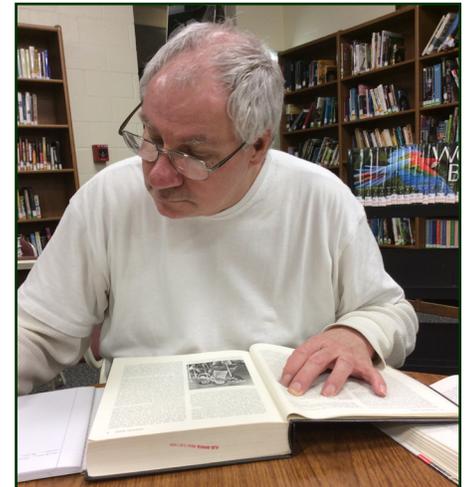
- Extreme turnover rates for those faculty serving adult populations has increased at an alarming rate.
 - Three vacated positions have proven hard to fill with one position still vacant and on its sixth re-post.

- More than half of the DAS faculty are full time temps on an hourly wage with no retirement benefits, etc.
- Pay equity in comparison with the educators of ND YCC is deficient by \$6,000-\$10,000 for the DAS Instructors who:
 - Work 12 months versus 9 months
 - Are required to hold the same licensure, credentials, and training
 - Are governed by the same teacher handbook
 - Are supervised by the same credentialed administrators
- **DAS faculty turnover rate is 84%.**
 - Exit surveys of leaving faculty report:
 - 98% of those DAS faculty left for a public school position that paid them in nine months what the DOCR DAS position pays in twelve.
 - 99% reported that they would return to work for the DOCR Education division if:
 - Pay was higher
 - DAS faculty had an academic calendar that mirrored ND YCC
- Our ability to continue to staff faculty will get increasingly more difficult with the state-wide teacher shortage due to the number of staff we are hiring at the full time temporary status.
- There were nine teachers at ND YCC and two teachers for DAS who were eligible for retirement in the 15-17 Biennium—six of the nine eligible at ND YCC retired this biennium.

Department-Wide Research Focus & Improvement

The adult 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. **The adult population coming into the facilities needing education increased by 29% this biennium. Meaning 47% of all intake NEEDS to be in education to seek a high school diploma or GED.**

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 (2012) referenced the negative impact and life-long effects on incarcerated students who are both academically and socially behind their non-incarcerated peers:



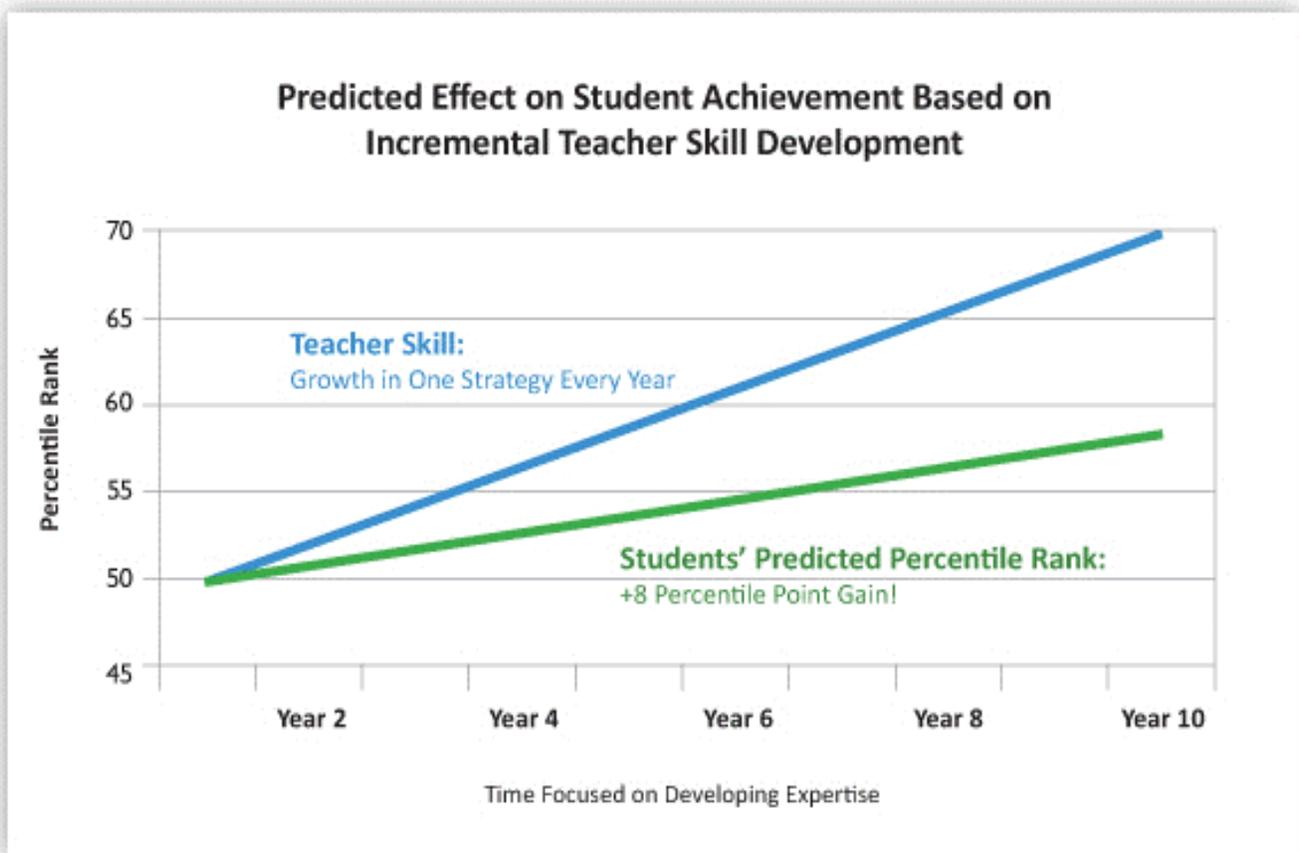
Helping incarcerated students acquire educational skills is one of the most effective approaches to the prevention of delinquency and the reduction of recidivism. Literacy skills are an essential component of education to meet the demands of a complex, high-tech world. Higher levels of literacy are associated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

Reading, according to Leone et al., is a basic skill that adjudicated youth will need in order to function in society. Unfortunately, adjudicated 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.*)

Within the 2017-19 Biennium, the ND DOCR will take a more stringent look at evidence based practices

within all aspects of its programming. To work toward our mission of providing quality student-centered educational opportunities and resources, the ND DOCR Education Department will begin to focus our efforts within the following areas (in all facilities) along with adhering to our Governor's Mainstreet Initiative:

1. Curriculum Selection and Implementation Processes defined and implemented with standard-based mapping and grading systems.
2. Implement a Workforce Resource Coordinator to ensure we are exposing our students to the skills needed to be workforce ready and savvy.
3. Monthly data health feedback to be given to all instructors to ensure that progress is being measured and decisions are being driven based on what the evidence is reporting in student progress. After nearly five decades of study around effective teaching and learning practices, Dr. Robert Marzano launched this evaluation model. For the first time, a research-based teacher evaluation model which identifies the direct cause-and-effect relationship between teaching practices and student achievement now works in alignment.



TRANSITIONAL FACILITIES

Transitional Facilities encompasses minimum custody facilities providing housing and programming for men and women incarcerated residents and are a part of the North Dakota Department of Corrections and Rehabilitation (DOCR). Transitional Facilities continue to support its mission in providing a safe environment to learn and practice skills necessary to be successful in 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 the following contracted facilities throughout the state:

- Bismarck Transition Center, Bismarck ND
- Centre Inc., Fargo ND
- Centre Inc., Grand Forks ND
- Centre Inc., Mandan ND
- Lake Region Residential Re-Entry Center, Devils Lake ND

Transitional Facilities staff works with residents to better prepare them for a successful reintegration from prison back to their communities. Residents who are encountering challenges in the community may also be diverted into a transitional facility for a variety of assessments and an opportunity to participate in risk-reduction programming. This option keeps our communities safe by placing offenders who are not abiding by probation or parole conditions in a more secure setting thus providing an increased level of supervision.

Transitional opportunities are an integral part in successfully implementing the re-entry phase of the Transition from Prison to Community Initiative (TPCI). Transitional Facilities staff works in collaboration with community partners to enhance re-entry opportunities for residents 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.

For programming assessments, the DOCR continues to use the Correctional Program Checklist (CPC) assessment developed by the University of Cincinnati's Corrections Institute. The CPC emanates from the extensive body of literature on the principles of effective correctional management. The objective of this assessment 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. A number of Transitional Facilities providing substance abuse and cognitive behavioral programming were audited during this biennium.

The Release and Integration (R&I) program for severely mentally ill residents continues to provide services for individuals 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 residents meeting the criteria a continuum of care with community resources to ensure aftercare needs are met.

Missouri River Correctional Center (MRCC)

The Missouri River Correctional Center (MRCC) is a minimum custody facility located in South Bismarck that houses men sentenced to the North Dakota Department of Corrections and Rehabilitation. MRCC was established in 1943 and is nearing 75 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 191 residents. Residents housed at MRCC must be minimum custody requirements.

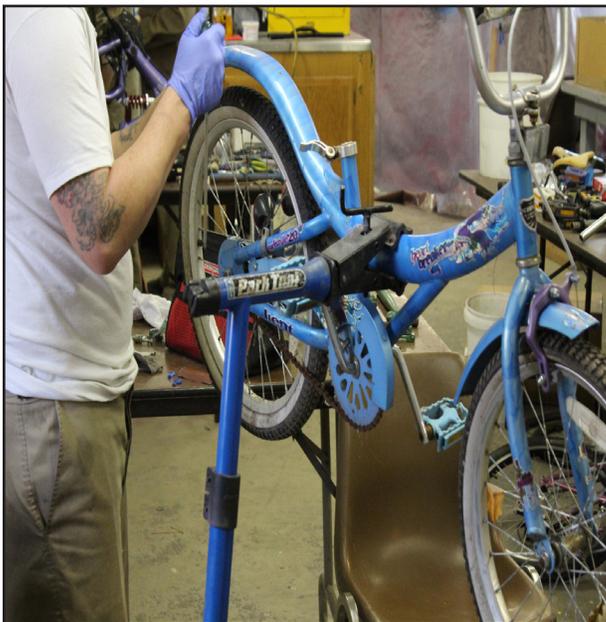
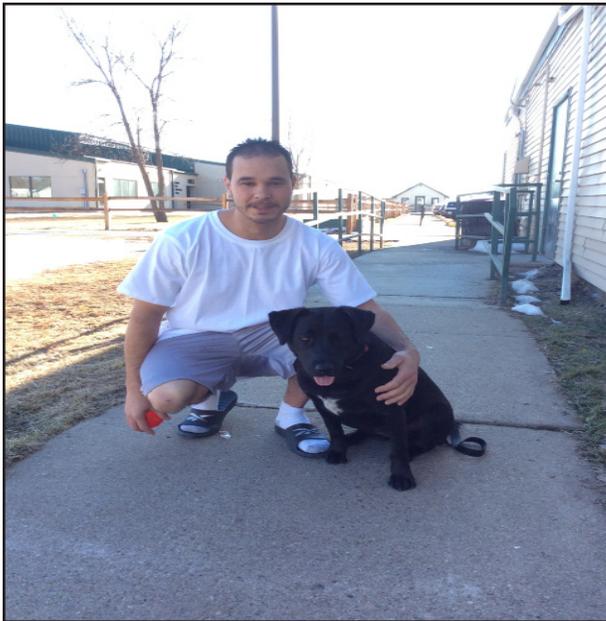
As part of the Transitional Facilities group, MRCC supports the mission of protecting the public by providing a safe and healthy environment for minimum security residents to apply themselves to the task of rehabilitation. This is accomplished by maintaining proper custody, work, education, and treatment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

A major initiative of Transitional Facilities this biennium was the implementation of the Transitional Housing Unit (THU) at the Missouri River Correctional Center. This unit was procured as a result in the downturn of oil activity in the Bakken. The unit holds 36 residents with a Jack and Jill bathroom separating each living unit. The goal for the Missouri River Correctional Management staff is to replicate "real world" living characteristics in order to assist the residents with their reintegration back into society. This includes: having the individuals sign a lease, requiring community employment, requiring the residents to pay rent, giving them a key to their living quarters as well as authorizing the individuals to wear civilian clothing. The residents are charged \$18.50 per work day by the Department and the resources collected assist with off-setting the cost of their incarceration.

Another major initiative during this biennium was the successful completion of the flood protection project. A dike was built in conjunction with raising 48th street in order to protect against future floods. Residents at the Missouri River Correctional Center assisted with the project by conducting "sweat equity." This comprised of residents cutting down trees that were marked for removal by the construction company. In turn, the money saved on the project by the resident's labor paid for the entrance road to the Missouri River Correctional Center to be paved. This has been significant benefit for the facility.

As part of the effective transition process the Missouri River Correctional Center continues to facilitate the work and education release program. This program permits residents to obtain community employment and education while still maintaining housing at the Missouri River Correctional Center. Residents are required to budget their income and are visually accounted for while at their place of employment. Financial responsibilities such as: child support, restitution, court fines and fees are required to be paid. Selection for participation in the work release program is based on





established criteria. Residents meeting criteria are then able to apply for participation through the work release committee. The committee includes several case managers, behavioral health staff as well as the deputy warden. The committee makes a recommendation to the Warden of Transitional Facilities and Director of the DOCR for final approval. The program is authorized for individuals to participate in the last 180 days of incarceration for work release and the last 9 months for education.

The Missouri River Correctional Center continues its commitment to the Inmate Canine Assistance Program (ICAP). Staff members from Transitional Facilities continue to meet with Service Dogs for America in order to effectively implement the program. Puppies are initially trained in basic commands and are assigned to resident teams. Each team consists of three individuals who will share responsibilities of caring for and training the dogs. Along with the residents, staff will be able to assist in the program such as socializing the dogs during public outings. After completion of the training the service dogs are given to those in need.

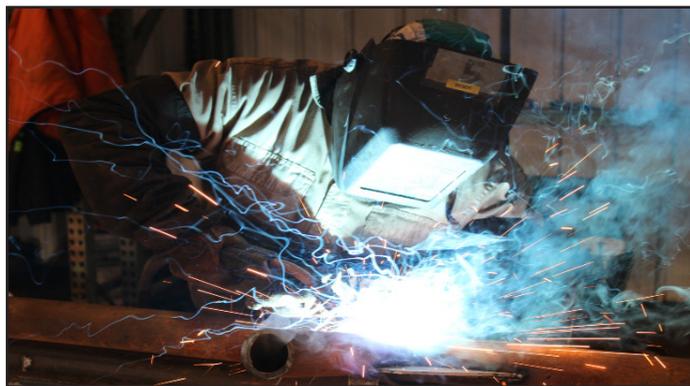
The overall maintenance regarding physical plant of the Missouri River Correctional Center continues to expend a significant amount of staff resources. Several projects are being conducted at MRCC with resident labor utilized when appropriate.

The DOCR continues to collaborate with the North Dakota Game and Fish Department to institute an archery hunting season on land owned and managed by the DOCR. 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, the Game and Fish Department may utilize the MRCC property to host archery training events for beginners, focusing primarily on children and women.

The garden, encompassing approximately one and a half acres, had to be placed on suspension due to the dike project. Facility management looks forward to re-implementing the project as soon as possible.

MRCC continues 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 resident 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.

All residents at the Missouri River Correctional Center perform work functions. Assignments are based upon the need of the facility enlisting janitors, laundry, food service personnel, outside work crews and recreation directors. Those meeting specific criteria may also work on the North Dakota State Penitentiary grounds. In addition, Rough Rider Industries employs several MRCC residents in the fabrication facility on MRCC property as well as delivery personnel in the community.



Bismarck Transition Center (BTC)

The Bismarck Transition Center is a contract facility comprised 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 residents in June 2006. The Bismarck Transition Center is owned and operated by Community, Counseling, and Correctional Services Inc. The Bismarck Transition Center accepts individuals on inmate, parole and probation status.

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 reintegration. Centre operates transitional facilities in Fargo, Mandan and Grand Forks. The DOCR contracts with Centre for transitional services serving adult men and women residents on parole, probation, or inmate status at their facilities. The contract includes services for an assessment center, re-entry program, halfway house, and inmate transition.

Centre, Inc. Fargo expanded their women bed capacity by building a new facility and making the current facility men only. In addition, Centre also terminated their quarter way house program due to the deterioration of the building.

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 residents releasing to Devils Lake and its surrounding communities. The LRRRC has a capacity for 20 men and 8 women residents. Residents typically have no problems finding and maintaining meaningful employment.

Prison Rape Elimination Act

The Prison Rape Elimination Act (PREA) was passed in 2003 with unanimous support from both parties in Congress. The purpose of the act was to "provide for the analysis of the incidence and effects of prison rape in Federal, State, and local institutions and to provide information, resources, recommendations and funding to protect individuals from prison rape." (Prison Rape Elimination Act, 2003). In addition to creating a mandate for significant research from the Bureau of Justice Statistics and through the National Institute of Justice, funding through the Bureau of Justice Assistance and the National Institute of Corrections supported major efforts in many state correctional, juvenile detention, community corrections, and jail systems.

The act also created the National Prison Rape Elimination Commission and charged it with developing draft standards for the elimination of prison rape. Those standards were published in June 2009, and were turned over to the Department of Justice for review and passage as a final rule. That final rule became effective August 20, 2012.

The following Transitional Facilities are currently PREA compliant and have passed all standards assessed by a United States Department of Justice certified auditor:

- Missouri River Correctional Center (Community Standards)
- Lake Region Residential Re-Entry Center (Community Standards)
- Centre Inc. Fargo (Community Standards)
- Centre Inc. Mandan (Community Standards)
- Centre Inc. Grand Forks (Community Standards)
- Bismarck Transition Center (Community Standards)

Corrections Program Checklist (CPC)

The Evidence-Based Correctional Program Checklist (CPC) emanates from the extensive body of literature on the principles of effective correctional management. The instrument was modeled after the Correctional Program Assessment Inventory (developed by Drs. Paul Gendreau and Don Andrews), with revisions made by Drs. Edward J. Latessa and Christopher T. Lowenkamp in 2005 on the basis of over 400 program assessments and two large outcome studies conducted by the University of Cincinnati. The purpose of the CPC is to document the strengths and weaknesses of resident treatment programs with the goal of making correctional systems more accountable in providing cost effective services.

The following Transitional Facilities continue to participate in CPC audits and implement revisions to programs as recommended by the auditors:

- Missouri River Correctional Center
- Centre Inc. Fargo
- Centre Inc. Grand Forks
- Centre Inc. Mandan
- Bismarck Transition Center

MEDIUM SECURITY FACILITY

JAMES RIVER CORRECTIONAL CENTER

The James River Correctional Center (JRCC) is a medium custody facility that houses men sentenced to the North Dakota Department of Corrections and Rehabilitation. The mission of JRCC is to provide a safe environment to learn and practice skills necessary to be successful in the community.

The JRCC began operation in 1998 and is the result of renovating buildings previously used by the North Dakota State Hospital. The main resident housing building is the former medical hospital for the State Hospital. It is a six story structure built in 1936 with 87,530 square feet. This building contains resident dormitory housing with dayrooms on the second through sixth floor with medical facilities, detention cells, and staff offices on first floor. The fifth and sixth floors of the building were not operational when JRCC opened in 1998. These floors were renovated and utilized beginning in 2001. Since then, additional dorms were created on each floor and a total of 50 bunk beds were also added to meet the needs of increased inmates into the system.

There was an increased focus on improving the safety and effectiveness of the facility this biennium. Initiatives were promoted to better prepare the incarcerated residents for their return to society. These initiatives supported increased therapeutic interactions between staff and residents to reduce division between these two groups and improve the effectiveness of staff interventions. Effort has also been put toward keeping the residents engaged with the community and the available community resources. Maintaining a safe and pro-social environment helps to ensure the residents are better able to make needed changes and stay focused on reentry.

The Special Assistance Unit (SAU) is a housing unit at JRCC for those with mental health problems, self-harmful inclinations, or other unique needs which require greater intervention and services. The SAU has 24 beds and provides a structured environment encouraging interaction between staff and residents in a safe and secure setting. Individualized plans are developed for those in SAU to help them achieve a higher level of functioning. SAU has a higher ratio of staff to residents than general housing units and consists of correctional officers including sergeants, a case manager, human relations counselors, and a psychologist. These staff meet with the residents throughout the day and implement the many programs offered in SAU. Psychiatry services are also an integral part of the SAU programming.

JRCC residents are given job assignments that are not only necessary for the efficient operation of the facility but also serve to provide a meaningful way to occupy their time. Through these job assignments work related skills and habits are developed that can be of benefit after release from prison. Job assignments at JRCC include Roughrider Industries (RRI) cut and sew, RRI commissary store, kitchen, laundry, maintenance, various janitorial positions, and dog trainer with the Inmate Canine Assistance Program (ICAP).

ICAP is a collaborative venture between JRCC and Great Plains Assistance Dogs Foundation. Trainers are carefully selected to care for and train dogs brought into JRCC by the





Foundation. The dogs are taught obedience and basic commands while being socialized in the facility. This provides a service to the Foundation and provides those assigned to the program with a sense of pride for helping others. There are currently nine dogs at JRCC in the program.

JRCC offers educational programs to residents. Those who have not yet earned their High School Diploma or GED are assigned to the education division to work toward earning this. JRCC provides a Building Maintenance and Construction Program. This program teaches basic building construction skills like drywall installation and repair, framing, minor plumbing and electrical repairs, and flooring. More art classes have been offered this biennium to provide a

creative outlet and to provide some décor throughout the facility. Those that qualify can also pay for and pursue approved college courses while at JRCC.

JRCC offers the following programs: Cognitive Behavioral Interventions for Substance Abuse (CBI-SA), Thinking for a Change (T4C), Conflict Resolution Program (CRP), Alternatives to Violence in Relationships Program (AVRP), and Cognitive Behavioral Interventions for Sex Offending (CBI-SO). Residents are assigned to these programs based on the results of assessments given upon arrival with the Department of Corrections and Rehabilitation. These programs are designed to lower risk of reoffending by addressing thinking patterns and by teaching social skills.

JRCC partners with the State Hospital in sharing services to reduce costs. As part of this sharing, JRCC provides the food service for the State Hospital patients. All of these meals are prepared in the JRCC kitchen from a State Hospital specific menu and then the meals are delivered to the patients. JRCC also provides laundry service, staff training and support for the sex offender program, and emergency security support to the State Hospital. This cooperation between these State agencies has created significant savings to tax payers in not having to duplicate services.

This biennium the State Hospital Central Receiving warehouse operation was transferred to the DOCR. This building had been within the perimeter of JRCC and along with this transfer, new security measures were put in place within the warehouse and the surrounding area. This reduced the possibility of escape and allowed for more resident programming in adjacent areas. The DOCR staff assigned to the warehouse provide warehouse services for JRCC as well as for the State Hospital.

During the last biennium policies and procedures were developed to ensure compliance with the Prison Rape Elimination Act (PREA). As PREA is intertwined in nearly all aspects of prison operation, this work is very far reaching. JRCC underwent the required PREA audits this biennium and was found to be in full compliance with PREA.

JRCC conducted two coordinated response drills this biennium. These drills involved mock escape scenarios which were conducted between JRCC staff and other community law enforcement departments. The North Dakota Highway Patrol, Jamestown Police Department, Stutsman County Emergency Management, and the North Dakota State Hospital participated in these drills. This improved the cooperation and coordination of resources between these departments making all better prepared for critical incidences.



MAXIMUM SECURITY FACILITY

NORTH DAKOTA STATE PENITENTIARY

The North Dakota State Penitentiary (NDSP) is a maximum custody facility that houses men sentenced to the North Dakota Department of Corrections and Rehabilitation. The mission of NDSP is to provide a safe environment to learn and practice skills necessary to be successful in the community.

During the 2015 - 2017 biennium NDSP continues to operate near budgeted capacity. NDSP is comprised of nine housing units. The general housing units are comprised of the West (120 beds), Overflow (42 beds) and East (221 beds). During this biennium we changed the South (107 beds), North (75 beds), and Medium Transition (60 beds) units to preferred housing. In order to meet the requirements of a preferred housing unit; the individual must be compliant with treatment, education and work, displays appropriate behavior and then be approved by the unit team. The people residing in these units receive additional privileges such as being able to do their own laundry, more out of cell time and additional recreation periods.

The medical infirmary (16 infirmary beds, 4 observation cells and 2 isolation cells) allows NDSP to provide medical services to more patients than in the past due to a physical plant that allows more space and a, chronic care facility for those suffering with long term illness. NDSP has become the primary medical facility for the adult male facilities.

The Orientation unit (148 beds) is designed with an intake unit because all men sentenced to the North Dakota Department of Corrections and Rehabilitation enter the prison system through NDSP. During the intake process the new arrival is processed in the electronic management system. The unit has office space for staff to complete assessments and classrooms for orientation classes. The new arrival will go through various education, treatment, medical and psychological assessments to develop a care plan focusing on his needs during his incarceration. In addition, the resident will participate in a multitude of classes to orientate the individual to the prison system.

The administrative segregation unit was changed to the behavior intervention unit (108 beds) during this biennium. We recognized that the name of the unit must identify the purpose of the unit, which is to separate, evaluate, and equip dangerous individuals to reduce serious risk posed to the institution. We redesigned our placement and assessment process focusing only on those residents who commit ten specific institution violations or who need protective custody will be considered for placement in the behavior modification program. We had to identify ways to keep people in their least restrictive environment and used alternatives to segregation for disruptive and undesirable behaviors.

Once a individual is placed in the behavior modification program, a behavior plan is established with weekly reviews. The program focuses on residents being afforded the opportunity to learn and practice skills to avoid problematic behavior while also building quality relationships with staff in the unit. Participants are involved in programming three days per week with treatment staff and daily skill practice with uniformed officers. The skills learned through this program will provide them with the tools necessary to avoid future placements in segregation and become successful in general population. Finally, we also recognized the need for a period of transition from the most restrictive environment to general population, so we created a transition unit where residents participate in a recreation period, treatment programming and a meal with general population.

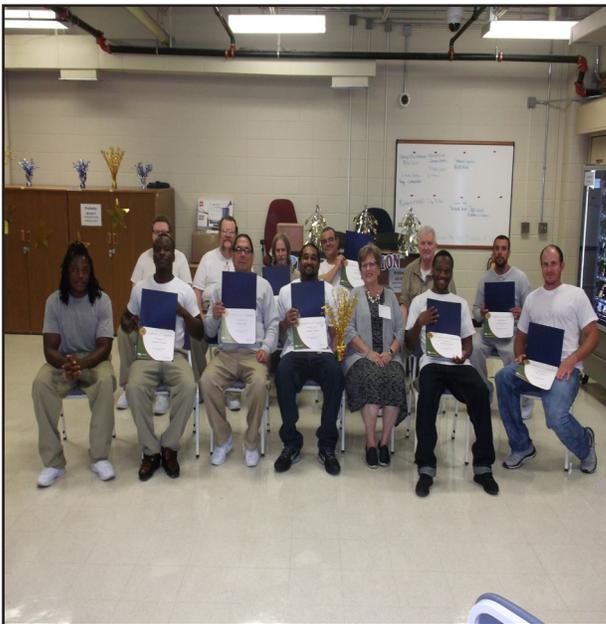
We have found significant success in this short period of time. Residents are averaging a little over 30 days in the program, which is significantly less than before. Less than 21% of all residents who have



participated in the program have returned. On June 30, 2017 there were 16 people residing in the behavior intervention unit on a segregation status. In order to meet the growing demands for bed space, we converted one wing into a general population living unit accommodating 22 residents for general housing.

The first part of the mission statement is to provide a safe environment and we recognize that a safe environment goes beyond the fences of the prison. We put a great deal of effort to enhance our safety and security through our relationships with residents. Dynamic security is focusing on building relationships through modeled skills and effective communication. We have incorporated this philosophy in many different methods over the past two years.

Unit events were established in the past few months focusing on building positive relationships with staff and residents. An assigned sergeant works with residents to plan an activity where everyone in the unit can participate. These have been very well received by both staff and residents.



A major part of behavior change is holding people accountable. It is not simply identifying negative behavior, but all behaviors must be recognized. Several years ago, we began issuing positive behavior reports to residents who were observed doing a positive behavior such as being patient, respectful or mindful. The people are then rewarded with a tangible report and it is logged in their file. During this biennium, we wrote 10,523 positive behavior reports and 7,473 incident reports. That means we found residents making a positive choice 1.4 times more than we did for breaking the rules. By doing this, we will continue to see people choosing to do the right thing more often. For major incidents we had zero escapes and 26 assaults on staff.



The long term healthcare giver program was developed through a partnership with Bismarck State College. Twelve residents completed a full college course and are now trained as a long term health care giver. They were trained to complete be part of the health care team in providing both acute and long term care such as infection prevention, proper body mechanics when lifting a patient and personal care for the patients. These residents are responsible for providing a variety of services to those identified as needing help. They have been a true asset to the medical division at NDSP.

NDSP was the last facility to participate in the Inmate Canine Assistance Program (ICAP). In May 2017 four puppies arrived to receive their training from the residents living at

NDSP. Service Dogs for American has been utilizing North Dakota's prison population to train dogs since 2008. NDSP currently has six dogs and twelve ICAP handlers actively participating in the program.

The recreation division developed a more inclusive plan targeting the multiple generations residing in this facility. We have incorporated activities to include hobby activities such as leatherworking, several artistic mediums and more educational opportunities in the music room. We entered into a memorandum of understanding with the Theo Art School to come into the facility over a 12 month period and formerly instruct various art classes. We also initiated exercise science classes with the University of Mary targeting residents with significant health concerns that will be expanding in the next biennium to include more residents. We have had several community groups compete with or against the residents in softball, providing camaraderie for participants and the audience.

With a focus on improving relationships between children and their incarcerated parent, several different activities through visitation were established. Staff held a series of family friendly movie nights for children and their fathers, arts and crafts family events were held where the families made seasonal decorations and most recently physical recreation activities were added so families could play kickball, soccer and other outdoor games. All of these inclusive family events have been well received by the families and residents, to include those who are not participating. Several more have been scheduled for the upcoming biennium.

In addition to incorporating the on-site family events, we have also introduced remote video visitation. This was implemented to focus on improving relationships between those incarcerated and their families. Although there is a cost associated with the remote video visitation; these visits have been popular and allowed residents to see family members in real time. Many families have not had this opportunity in decades due to the cost associated with traveling to North Dakota from places all over the world.

The physical security will always be critical for a maximum security institution and we focused on several different areas during this biennium. The West cell house lock systems project was completed to ensure compliance with fire code standards and to improve the overall safety of the facility. By changing out these lock systems, we were faced with the challenge of moving 40 residents to the administrative segregation unit for general housing. This was a clear disruption to the unit, but through planning and effective



management we had zero breaches to the safe and orderly running of the facility.

Along with updating the lock systems in the unit, 35 cameras were installed to better supervise the unit. Given the age of the cell house and how architecture has evolved since the original construction, the unit requires additional staff for proper supervision. Although the cameras do not alleviate the supervision needs, it does assist staff in some supervision and evidence collection when incidents or allegations of misconduct occur.

After a significantly serious incident in the main facility weight room, eight cameras were added to the recreation areas. Although this does not diminish the need for staff in these areas or the need for resident staff interactions, it does allow better forensic investigations when incidents do occur.

Considering the vast amount of areas, disciplines and changes made in the facility, we recognize the need to continually evaluate the security practices. During this period, a vulnerability assessment of 17 areas or events took place to ensure we are compliant with our own policies and procedures and addressing or minimizing risk in the evaluated areas. We spent time reviewing past critical events to ensure we completed all recommended changes and incorporated these changes into our security practices. This will continue to be a focal point in the upcoming biennium as we strive to incorporate more community involvement while not losing site of the responsibility to operate a safe and secure facility.

The second part of our mission statement is to learn and practice skills necessary to be successful in the community. Although, much of the dynamic security portion of this report describes the practicing of skills we recognize other areas specifically for their continued support of the mission.

In order to effectively manage people's needs while in prison, the unit management staff from all adult facilities worked on developing a more beneficial case plan. This new case plan focuses on the specific needs and interventions for each individual. This changed how we manage our case loads by identifying residents who need more direct care and structured contacts. This allows the case manager to spend more structured time with the residents who need it the most, at that precise time.

NDSP behavior health staff began offering addiction aftercare services in the parole and probation office for individuals who were released to community to ensure continuity of care.

NDSP behavior health staff developed a weekly group in the Orientation unit for new arrivals focusing on strategies to cope with their new environment. Many new arrivals experience feelings of depression, anxiety and distress and this group provides a safe place to normalize these feelings and develop self-control strategies.

Residents who are trained to provide support when another resident is in a crisis situation have been trained in a nationally recognized program called Question, Persuade and Refer (QPR). This training is not intended to be a form of counseling or treatment, but to recognize warning signs and suicidal communications and provide positive action steps for the trained participant.

A partnership with the University of Mary Behavioral Science Department has been established to provide various workshops for individuals in topics such as resiliency, grief and self-care. The university students will prepare and present to the participants.

NDSP food service continues to progress and make positive changes focusing on heart healthy meals and a work atmosphere that is more similar to the community. The resident work force was reduced from 79 to 49, keeping workers busier, more versatile and more knowledgeable of the different types of work

in the kitchen. In addition, the kitchen started a recycling program focusing on cardboard, steel cans, plastic jugs and milk cartons.

During the last biennium NDSP participated in an audit to ensure the facility operations were compliant with the Prison Rape Elimination Act (PREA). As PREA is intertwined in nearly all aspects of prison operation, this work is very far reaching. NDSP met requirements of full compliance and exceeded standards in several areas.



Staff retention continues to be a major concern for NDSP. A strong economy creates some of the issue, but the challenging duties and responsibilities of a correctional officer continue to be a major factor. Even with these challenges, there were many staff recognized this biennium for their heroic efforts to include: one Leadership, one Challenging the Process, five Enabling Others to Act, five Modeling the Way, and thirteen Live Savings Awards. The ND DOCR Honor Guard provided community support in eleven different events, funerals or memorials. The staff of the Behavioral Health Division has increased from four advanced degrees to eight enhancing the level of service to be provided to those with more complex mental health issues.

During the next biennium, we will continue our focus on dynamic security, restrictive housing and strategically correcting areas of vulnerability. In addition, we developed a plan with a vision of helping people change for a better community. There are four main objectives with this plan to include providing moral rehabilitation opportunities through collaboration with the community. We will have an open relationship with media resources and stakeholders to inform and promote the idea of people coming to prison as an “our problem” and not just “their problem.” We will establish more opportunities for residents to return to their communities with employment skills for living wage jobs. Lastly we will promote professional growth for staff. The staff at NDSP are our most valuable resource and we will be working collaboratively with the training and human resource divisions to provide an environment for learning the business of corrections and welcoming them to the team.

PAROLE & PROBATION



The Department of Corrections and Rehabilitation (DOCR) Parole and Probation Division supervises individuals released on probation and parole and into the community. We also complete Pre-Sentence Investigations for the Courts, supervise sex offenders released on community civil commitment orders, and participate along with fellow stakeholder agencies across the state to enhance the opportunities for successful offender re-entry into the community. Our primary focuses are to monitor offender behavior in an effort to keep our communities safe, and to provide offenders with the opportunities and skills for positive behavior change.

Probation and Parole has 112 total staff of which ninety-one (91) are sworn law enforcement officers. To most effectively supervise our caseloads, we have officers that specialize in supervision of specific offender caseloads. We have eleven (11) Sex Offender Specialists, five (5) Drug Court Officers, two (2) Mental Health Specialists, five (5) Parole Specialists, one (1) Female Re-entry Officer, one (1) Fugitive Task Force Officer, and four (4) Domestic Violence Officers. We have offices in sixteen (16) districts throughout the state: Bismarck, Mandan, Washburn, Beulah, Jamestown, Oakes, Wahpeton, Fargo, Grand Forks, Grafton, Devils Lake, Rolla, Bottineau, Minot, Williston, and Dickinson.

After several years of unprecedented growth in the numbers supervised on Parole and Probation, the growth has stabilized and became more manageable. The start of the biennium saw a population of 6,969 people under supervision, and we ended the biennium with a population of 7,160. The total increase was 191 people, a modest increase of 2.7%, which compares to a 22% increase in the prior biennium. To break the population down, our male population grew from 5,123 to 5,389, a 5.2% increase. The female population went from 1,846 to 1,771, a 4.1% decrease. The department was authorized sixteen (16) additional Parole Officers that were hired and placed throughout the state. This helped to alleviate the pressure on staff, and reduced the average caseload to about 75 people. Although this is higher than would be optimal, it is significantly lower than the previous biennium, and provided significant relief to staff.

The division completed 620 Pre-sentence Investigations (PSI's) during the biennium. 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 available for the offender, and suggest conditions for supervision that are appropriate.

Case Management and Supervision

The ultimate goal of Parole and Probation is community safety. Parole Officers are licensed law enforcement officers responsible to enforce the conditions of supervision. In addition, we train officers in Effective Communication/Motivational Strategies and the Core Correctional Practices to enhance the skills of working with offenders to positively change behavior. 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. It is the goal of long-term behavior change that we believe will have

a 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 is used to identify the risk factors that will be addressed in an effort to reduce the risk to reoffend. If the person is on supervision for a sexual offense, the officers also complete the STATIC-99, ACUTE, and STABLE assessments. They 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. Supervision levels are assigned based upon the score of the risk assessment, and the type of offenses involved. The number of contacts and frequency of home visits is driven by the risk level assigned. The division attempts to place our time and greatest resources monitoring the highest risk offenders.

Collection of Financial Obligations

Parole and Probation is tasked with collecting financial obligations as ordered by the courts. Cases closed during the 2015-2017 biennium collected a total of \$5,100,572.81.

The breakdown of the obligations collected is:

- Restitution \$2,387,537.81
- Court Costs \$121,003.24
- Fines \$677,195.35
- Court Fees \$1,914,832.41

Most offenders are also required to pay supervision fees that are assessed at \$55.00 per month. 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. During the 2015-2017 biennium, we collected a total of \$2,634,307 in supervision and transfer fees.

The division was also awarded \$29,674.70 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 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. The court holds participants accountable and at the same time gives them the opportunity, support and structure to improve their lives and benefit those around them - children, family, friends, and community. Participation is a chance to engage in life-changing recovery from addiction. During the 2015-2017 biennium there were a total of 227 new participants accepted into drug courts, putting the total number of active participants during the biennium at 304. Of that number, 96 participants graduated during that time-frame and 115 were terminated for program violations. The opiate crisis throughout the state has had a significant impact on program outcomes. Drug Courts have shown consistent results and have proven to be an effective alternative for offenders that are willing to make the commitment. These programs have made a significant impact on the number of offenders that may have potentially entered the DOCR correctional system.

Sex Offender Management

The Parole and Probation Division has seen an increase of sex offenders on supervision throughout the state in the past two years, and currently supervises a population of about 600 sex offenders. There are eleven (11) sex offender specialists throughout the state in Bismarck (4), Fargo (2), Minot, Grand Forks, Jamestown, Williston, and Dickinson. 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 officers provide intensive supervision of the sex offenders, and work to meet their goal of “no new victims”!

Determining levels of risk and need are extremely important so that all sex offenders under the umbrella of Parole & Probation are provided supervision and appropriate referrals to reduce their risk to reoffend. To this end, officers continue to use the following assessment tools: LSI-R (Level of Supervision Inventory-Revised), Static 99-R, Stable and Acute. Parole and Probation’s assessment tools are also incorporated in material provided to the Attorney General’s SORAC (Sex Offender Risk & Assessment Committee) meetings to help determine levels of risk for all sex offenders required to register. North Dakota has three levels of risk for those sex offenders needing to register: Low risk sex offenders register for 15 years, Moderate register for 25 years and High risk sex offenders and/or those with more than one sex offense are required to register for their lifetime.

Housing for sex offenders continues to be a serious problem around the state. Homeless offenders are a serious concern for staff as that is a significant risk factor that can increase the likelihood of reoffending. Bismarck has a trailer available on the grounds of the North Dakota State Penitentiary that homeless sex offenders can reside until suitable arrangements can be made. Redemption Road is a private non-profit that provides some residential options, but they are not available in all areas of the state. The additional restriction passed into law in the 2017 legislative session prohibits sexual offenders from living within 500 feet of schools will provide additional challenges.

Fugitive Task Force



Parole and Probation has an officer assigned as 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. This officer also works closely with the Cass County Drug Task Force, and is a great resource for sharing information on our offender population in the Fargo area.

GPS 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. Use of GPS has been increasing, and we currently average about 90-95 people being monitored 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. The SCRAM bracelet is attached to an offender's ankle, and 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 violate the terms of supervision by consuming alcohol. The daily average for SCRAM has ranged between 50 and 60 offenders.

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. We have worked to incorporate the Core Correctional Practices into our daily work, giving offenders the opportunity for positive behavior change. 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 work on shooting skills, weapon retention, searches, and scenario training. All sworn staff is certified in the use of Tasers, and has 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.

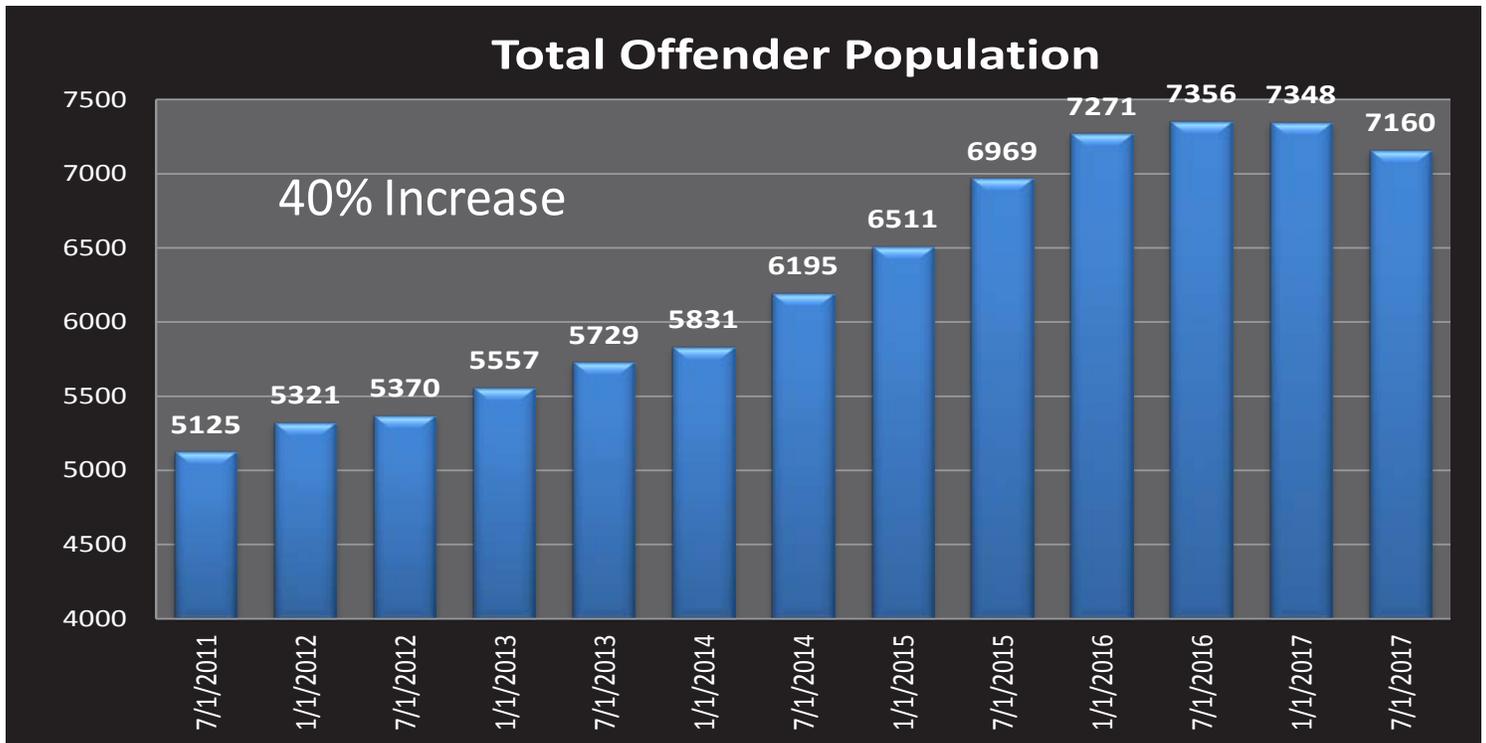
The addition of a training officer has been a huge benefit to our division. This was especially evident as our staff became involved in assisting with the Dakota Access Pipeline Protest. This was a very intense eight months that required training in many areas new to our staff. Not only did we train on new skills, but we also needed to train on different equipment to use in the field.

Accomplishments

- Probation and Parole implemented the use of structured contacts with medium and high risk offenders. We modified the formal file audit process to evaluate staff performance in implementing Effective Communication/Motivational Strategies (ECMS) and Core Correctional Practices (CCP). Managers and staff continue to train on developing skills with CCP and rapport with their clients.
- Staff worked closely with ITD to develop DOCSTAR 2.0. We accomplish this very large project without the need to hire a project manager, and came up with a product that is a huge improvement in our data management process. The dedication of the staff to the project, and a mindset of being fiscally responsible, demonstrated what is possible with our talented staff involvement.
- Staff were issued tablets that they can take with them when working outside the office. This allows them to more efficiently complete their work, and have all the needed information at their fingertips. The tablets are also equipped with Dragon Speak which allows them to dictate chronological records and other documents.
- Our radios were updated to allow for better communication with our partners in law enforcement. This was especially critical because of our work with the Dakota Access Pipeline Protest.
- We have increased the number of people we supervise on Community Civil Commitments. Although there are only 10 throughout the state on these sex offender commitments, they are very high risk and labor intensive.
- We developed our first two Mental Health Specialist positions that were placed in Fargo and Bismarck.

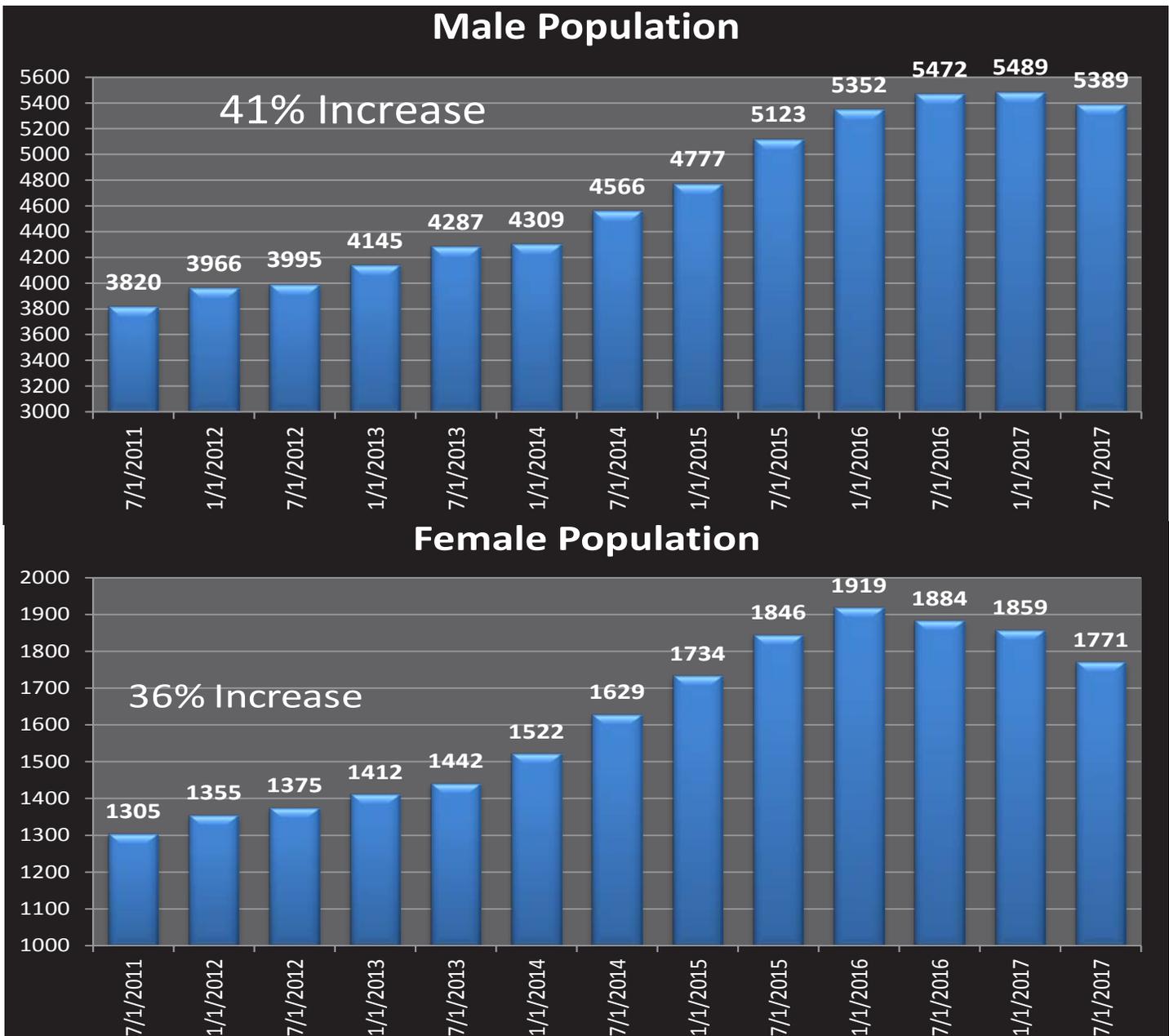
These positions work as part of community teams to help provide more effective services for those suffering from severe mental health issues.

- Parole and Probation, along with many other law enforcement agencies, were presented with an unprecedented challenge of dealing with the Dakota Access Pipeline Protest. For eight months, staff responded and spent countless hours in support of keeping the peace in the area. Although our primary duties always involved arrests and transports, we were called upon and served in almost every capacity of the operation.
- The division has started a Special Response Team that will be available to assist with any emergency throughout the state. A total of nineteen (19) officers are part of this team. Although still in its infancy, this will be a highly trained group to safely provide services when needed.
- We have developed and put into place our own training division. With the addition of the 16 new staff, as well as on-going growth and development for all staff, this has been a very successful program. The training division has developed a two-week Parole Officer Academy that all staff participates in to learn the specifics of how to most effectively do our work.
- Two additional Sex Offender Specialists were put into place, one each in Williston and Dickinson. These positions were needed to meet the growing demands of the sex offender population in those communities.
- Because of the increasing problems with opiates, officers have been provided Narcan to be used if they encounter an overdose or exposure situation.
- Parole and Probation officers developed an informational course that will be used to train other agencies on our division. It focuses on Parole and Probation laws, as well as practices and policies of the division.
- The division has been doing a pilot in the Fargo area that focuses on providing Thinking for Change programs to youthful offenders age 18-24.
- In conjunction with North Dakota State University, we completed a validation study on the STATIC-99 assessment tool used for our sex offender population. As a result of that validation study, the risk levels used were adjusted based on our population.
- Many staff were involved with the Council of State Government and the Justice Re-investment initiative in North Dakota.
- Parole and Probation Officers supervise over 7,200 people in the community every day. We do so with the goal of keeping our staff and communities safe, while providing people the opportunity and support to change negative behavior.



Challenges

- The increase in our numbers will have to be managed without the addition of staff. We will need to evaluate effective ways to reduce caseloads while providing effective supervision services.
- Housing for offenders continues to be a challenge. This is most prevalent in those convicted of sexual offenses.
- Although we have been fortunate to hire great staff, recruiting and retention is getting more difficult. Having qualified staff is paramount in continuing to provide effective services
- The opiate crisis in the state is unprecedented and creates new challenges daily. We must find new ways to better serve this group, and provide more effective treatment services.
- We continue to see increases in numbers of those suffering from mental illness. This is a difficult and high-risk population that must be addressed.
- Officers are experiencing more violence every day. We must be prepared to deal with these situations in our daily work.
- To truly provide the most effective services for the people we serve, we must get every agency and community committed to work together. Parole and Probation will strive to create community partnerships to meet these goals.



CORE CORRECTIONAL PRACTICES

The Staff Development within Core Correctional Practices is imperative for the individualized rehabilitation that the ND DOCR has set out to do.

Core Correctional Practices instructs correctional professionals on the core skills needed to support cognitive behavioral programming. The practice is relevant to all professionals within the ND DOCR community.

Skills include: (a) principles of effective interventions (b) principles of core correctional practices (relationships skills, effective use of reinforcement, effective use of disapproval, effective use of authority, prosocial modeling, cognitive restructuring, social skills training and problem solving skills), (c) practice of each of the core correctional practices occurs and implementation strategies, (d) principles of an effective behavior management system.

Department - Paradigm

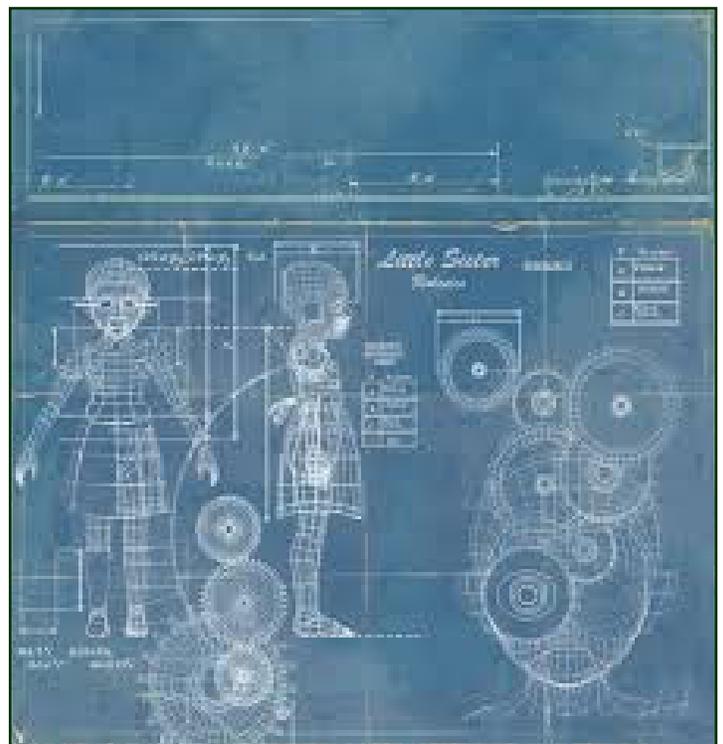
Rehabilitation Paradigm

- Rehabilitation should be undertaken as part of a coherent paradigm and consists of three components:
 - Theoretical Framework (Criminological)
 - Empirical Support (Correctional)
 - Tools for Practitioners (Technological)

Target Areas:

- Effective Reinforcement
- Effective Disapproval
- Effective Use of Authority
- Quality Interpersonal Relationships
- Cognitive Restructuring
- Anti-criminal Modeling
- Structured Learning/Skill Building
- Problem Solving Techniques

While we can't control our product as easily as a car manufacturer, we can follow the blueprint laid out by the 'what works' research to rehabilitate and reduce the risk of future reoffending and make sure the 'R' isn't silent at the ND DOCR.



Step 1: Identify the Problem

The behavior that brings offenders to the DOCR is **crime**.

Step 2: Clarify a Goal

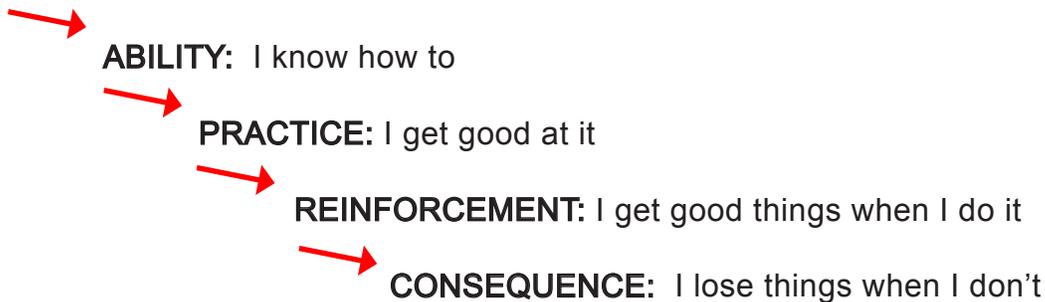
Reduce the likelihood of future crime once offenders leave ND DOCR supervision and custody in order to keep the public safe. Reduce risk using evidence of 'what works' and do it well.

Step 3: Identify Steps toward Goal Using Sound Research

All behaviors are learned and changed the same way.

Objectively apply elements of effective intervention to crime.

MOTIVATION: I want to



Step 4: Develop a Realistic Plan

What: Target the top predictors of reoffending: criminal thinking, antisocial peers, and impulse control.

Who: All DOCR staff that interact with offenders in prisons or the community.

How: Teach staff job-specific ways to implement the elements of effective intervention.

MOTIVATION: Staff utilizes motivational interviewing skills and enhances offenders' desire for change.

ABILITY: Staff teaches offenders to identify risky situations, risky thinking, and new behavioral responses.

PRACTICE: Staff prompts offenders to practice new skills at a high frequency.

REINFORCEMENT: Staff identifies target behavior progress and reinforces these behaviors.

CONSEQUENCE: Staff identifies target behavior regression and disapproves of these behaviors.



BEHAVIOR HEALTH SERVICES

Mission Statement:

Provide effective behavioral health services in an environment that fosters respect, growth, and opportunity for change while assisting with community integration and reducing recidivism.

The Behavioral Health Services Division provides interventions to affect change and reduce the risk of recidivism in incarcerated persons. This is accomplished through high fidelity implementation of evidence-based correctional programs and practices that target each person’s identified criminogenic risk, responsivity, and need areas. The Behavioral Health division provides a broad array of services to include assessment, consultation, and group and individual interventions to address criminal thinking, substance abuse, violence, sexual offending, and adjustment to prison. Staff members help people reduce and manage mild to severe symptoms of mental illness and contribute to multidisciplinary unit teams where members work together to coordinate effective care.

78% of the people we serve are diagnosed with a substance use disorder and about 13% are diagnosed with a serious mental illness. DOCR psychiatry staff provides medication treatment to approximately 35% of people in prison.

Staffing and Core Programs

Behavioral Health Services include clinical and administrative staff that manages the provision of behavioral health services at the three prison facilities that house men. Such services are also provided at transitional facilities, the Dakota Women’s Correctional Rehabilitation Center, and in outpatient treatment settings by contract agencies. At each prison site, the facility Warden and Clinical Supervisor collaborate in overseeing the clinical staff, with the DOCR Clinical Director (a licensed clinical psychologist) managing clinical supervision and program development across all adult facilities. The Clinical Director also assists contract sites in program development and implementation. Additionally, NDSP and JRCC each employ a psychologist under the direct supervision of the Clinical Director to provide psychological evaluation and individualized intervention services.

Seventy-eight percent of new arrivals are referred for some level of substance abuse treatment. The number below reflects only those referred to at a 2.1 or more intensive level of care. The DOCR continues to utilize the following five core group intervention programs to reduce risk for criminal recidivism. The tables below show the percentage of new residents who are referred for the program:

2016			
Program	Target	Length	Referrals
Thinking for a Change	Criminal thinking and behavior	13 weeks	62%
Cognitive-Behavioral Interventions for Substance Abuse	Substance abuse	14 weeks	72%
Conflict Resolution Program	Aggression and violence	16 weeks	10%
Alternatives to Violence in Relationships	Domestic violence	16 weeks	18%
Cognitive-Behavioral Interventions for Sexual Offending	Sexual offense recidivism	26 weeks	4%

2017			
Program	Target	Length	Referrals*
Thinking for a Change	Criminal thinking and behavior	13 weeks	70%
Cognitive-Behavioral Interventions for Substance Abuse	Substance abuse	14 weeks	69%
Conflict Resolution Program	Aggression and violence	16 weeks	8%
Alternatives to Violence in Relationships	Domestic violence	16 weeks	20%
Cognitive-Behavioral Interventions for Sexual Offending	Sexual offense recidivism	26 weeks	8%

*Denotes the average percentage of new admissions per month referred for the program in 2017 through August 2017.

Additional Services

Mental Health Release and Integration: Mental health status continues to be a key responsibility issue for residents in targeting criminogenic risk in that it influences the effect of evidence-based interventions on an individual level. The DOCR and the Department of Human Services hold a collaborative release and integration meeting for individuals with a serious mental illness each month. The group begins staffing individual cases at 120 days pre-release. We have 114 men currently referred for this specialized release service, a number that remains fairly stable over time and equates to around 7% of our male population. We also provide this service for women and are working on collecting similar data from DWCR.

Special Assistance Unit (SAU), JRCC: SAU is a 22-bed residential mental health unit within the James River Correctional Center. Residents attend a daily cognitive-behavioral group focused on learning coping and social skills to improve their functioning and support their transition to the general prison population. The unit offers productive, engaging out of cell leisure activities and an emphasis on using reinforcement to shape behavior. Often, this unit is an alternative to administrative segregation for people with serious mental illness and behavioral difficulties that preclude their residence in general population housing.

Substance Use Aftercare: Aftercare is offered on an ongoing basis by community partners, transitional facilities, and by a Licensed Addiction Counselor employed at NDSP working in the Bismarck Parole and Probation office. We added the latter program in response to concerns that many clients were not receiving timely access to non-residential aftercare services in the Bismarck area.

Behavioral Intervention Unit (formerly Administrative Segregation): Residents are offered group programming three days per week and complete a Success Plan with the goal of reducing violent and other high risk behaviors in the prison setting. This unit also focuses on reinforcing positive behavior and engaging residents in pro-social, out of cell leisure activities to provide coping strategies and opportunities to practice social skills with peers and staff.

Alternative Sex Offender Treatment Program: This group is for those referred to sex offender treatment that may have intellectual or other challenges that preclude their participation in the mainstream group. This group moves at a slower pace and is responsive to the learning needs of its members, focusing on the application of key skills to prevent sexual recidivism.

Sex Offender Release and Integration: This group meets monthly to help sexual offenders address the unique challenges they face in transitioning from prison to community. The group staffs individual cases beginning at 90 days pre-release to facilitate safe, supportive housing, employment, and other referrals.

NDSP Orientation Coping Skills Group: This group meets weekly and is designed to help residents cope with the transition to prison by working on distress tolerance skills and wellness activities.

Assessment Service: DOCR staff provides comprehensive assessments for people transitioning to prison to make necessary referrals to individual and group services. Psychology staff also provides specialized diagnostic, cognitive, and other evaluations as needed.

Individual Services: We provide individual coping skill development, therapy, and behavior management planning services on an as-needed basis. Each resident is also assigned a mental health care level that determines the minimum frequency of follow-up with behavioral healthcare staff.

Psychiatry Service: DOCR employs two full-time midlevel psychiatry providers and one part-time psychiatrist.

Behavioral Health Crisis Intervention: We offer ongoing crisis identification and intervention services through a collaboration between behavioral health and nursing staff. We utilize several levels of monitoring depending on need, to include Observation/Suicide Watch status.

Free Through Recovery

As part of legislation enacted in Senate Bill 2015 and House Bill 1041 during North Dakota’s 65th Legislative Assembly (2017), the Department of Human Services and the Department of Corrections and Rehabilitation are collaborating to establish a community-based behavioral health program, Free through Recovery (FTR). The program is designed to increase access to recovery support services for individuals engaged with the criminal justice system who have serious behavioral health concerns. The goal of this project is to contain jail and prison population growth and reinvest savings into strategies that reduce recidivism, increase public safety, and improve public health outcomes.

Providers who contract with the Department of Human Services (DHS) to participate in this program will act as a member of a multidisciplinary team to offer comprehensive care coordination and recovery support services (peer support is specifically required) to individuals who are at risk to commit a supervision violation or a new crime and have serious behavioral health concerns. Funding for care coordination and recovery supports is available between November 1, 2017 and June 31, 2019 and is based on a per-person, per-month rate with opportunities for additional funding for providers who achieve identified performance benchmarks.



The mission of the Free through Recovery Program is to improve healthcare outcomes and reduce recidivism by delivering high-quality community behavioral health services linked with effective community supervision.

Successes

- Sustained a 60% reduction in the use of segregated housing over nearly two years.
- Our focus on increased engagement in structured leisure activities and therapeutic interventions for residents of the Special Assistance Unit and the Behavior Intervention Unit (formerly Administrative Segregation) has been maintained over nearly two years.
- Only 20% of people who participated in the Behavior Intervention Unit program from January 1, 2016 to October 1, 2017 returned to segregated housing during the same period of time.
- Behavioral health staff traveled to Prague, Czech Republic, to provide a presentation on solitary confinement reform at The International Congress on Law and Mental Health.
- Behavioral health staff has been consulted by other state systems and advocacy groups like Solitary Watch regarding best practices for solitary confinement reform.
- ND DOCR was named an implementation site for a Bureau of Justice Assistance (BJA) Encouraging Innovation grant project related to solitary confinement reform. The grant was awarded to Dr. Paula Smith and Dr. Ryan Labrecque and will include development of an intervention curriculum for use within segregated housing. It also includes developing a prevention curriculum for use once residents at high risk for placement in segregated housing are identified using an empirically supported assessment tool.
- Over 800 substance use treatment completions in 2016.
- 598 substance use treatment completions as of October 1, 2017.
- Implemented a successful substance use disorder aftercare group intervention program in the Bismarck Parole and Probation office.
- Behavioral health staff continues to provide at least 15 hours of face-to-face group intervention to residents on a weekly basis.
- Behavioral health staff have begun participating in structured social activities with residents (such as Theo Art classes, Frisbee golf, meals, softball, and a classical piano concert) to facilitate rapport and build effective relationships.
- JRCC staff painted their group rooms to offer a more therapeutic atmosphere and enlisted people in prison to create art to adorn the walls.
- NDSP staff provided assessment and recommendations for record numbers of people entering prison, averaging over 100 new arrival assessments each month.
- MRCC staff supported a resident in providing educational talks in the community for youth and others regarding the consequences of driving under the influence.
- Created a collaborative contract with the Department of Human Services' Behavioral Health Division to guide development of the Free through Recovery Program.
- The Clinical Director authored the provider application and guidance document for the Free Through Recovery Program.
- The NDSP Clinical Supervisor worked to implement a new resiliency and wellness-based curriculum in the orientation unit, which has been highly successful in reducing distress and risk behaviors in new residents during one of the highest risk periods for mental health crisis. It has also reduced reliance on psychotropic medication to respond to short-term, adjustment-based mental health concerns.

Goals

The DOCR has the following goals related to expansion and improvement of behavioral healthcare services:

- Implement an assessment that will use empirically-derived factors to identify incoming residents who pose the highest risk for institutional violence and placement in segregated housing. Engage

these individuals in a group program focused on mitigating risk for institutional violence as soon as possible upon arrival. This project is supported by technical assistance from The University of Cincinnati, funded by a Bureau of Justice Assistance (BJA) Encouraging Innovation grant and involves curriculum development and outcome measurement, as well as dissemination of findings.

- Increase group programming in the Behavioral Intervention Unit (formerly Administrative Segregation) to daily and offer a second coping skills group in this setting. This is also part of our project with Drs. Smith and Labrecque and BJA and will include curriculum development and outcome assessment, with the findings disseminated to other departments around the country.
- Continue to add additional enrichment activities for residents, supported by engaging community volunteers using the “Import Model”. Examples include partnership with White Bison, parenting classes and suicide prevention training for residents offered by NDSU Extension and behavioral health education seminars by University of Mary social work students.
- Implement the Netsmart Avatar Electronic Health Record to allow for improved information sharing, consistency of business practices, and client transitions between DOCR and the Department of Human Services.
- Continue to develop relationships with community partners who provide Medication-Assisted Treatment (MAT) to determine the safest and most effective methods of offering MAT to incarcerated persons with opioid use disorders.
- Develop and implement a peer support program in prison facilities.
- Improve responsiveness of programming to individual needs relevant to culture, mental health, motivation and trauma to add value to interventions and improve therapeutic relationships consistent with a statewide direction for behavioral health best practice.

Challenges

- Behavioral health professional workforce shortages across our state continue to present barriers to hiring and improving access to and quality of care.
- There are several licensing regulations that negatively impact our ability to hire and retain highly qualified behavioral health staff. Examples include:
 - The ND Board of Counselor Examiners requires that supervision for Licensed Associate Professional Counselors and Licensed Professional Counselors be provided by a Licensed Professional Clinical Counselor (LPCC). In the past, Licensed Psychologists were able to provide some or all of this supervision. Licensed psychologists typically have existing clinical supervisory relationships with people pursuing LPCC licensure based on the organizational structure.
 - The North Dakota Board of Social Work Examiners does not accept supervision hours completed in neighboring states for people pursuing licensure.
- The Free through Recovery funding is expected to serve about 45% of people who are currently on community supervision who are likely to be eligible for the program.
- DOCR’s emphasis on avoiding segregated housing placement for people with serious mental illness has led to prioritizing the Special Assistance Unit for the highest need residents. DOCR would benefit from additional options related to housing for people with serious mental illness and behavioral challenges.
- There remain gaps in community resources for people with serious behavioral health conditions transitioning from prison related to housing, education, and employment opportunities.
- Many residents present with complex trauma and behavioral healthcare needs that require intensive interventions and a high level of staff resources.

INDUSTRIES

ROUGH RIDER INDUSTRIES

How We Fulfill Our Mission

During this past biennium, the North Dakota Department of Corrections and Rehabilitation (ND DOCR) made a concerted effort to rehabilitate through the promotion of more humanity inside each of its facilities with the goal of making incarcerated resident's lives inside prison more like life on the outside. The rehabilitative focus emphasizes making a better neighbor upon release from prison versus using this time focused on punishment and loss of human dignity. Rough Rider Industries (RRI) had a role in this transition by removing the worker hourly pay caps and created a level five pay grade of \$.02 per hour, per year, which allows long serving workers to continue to receive pay increases on an annual basis without capping out in hourly pay. Just like employees on the outside, providing workers with the opportunity to increase their hourly rates of pay is always a powerful motivational tool.

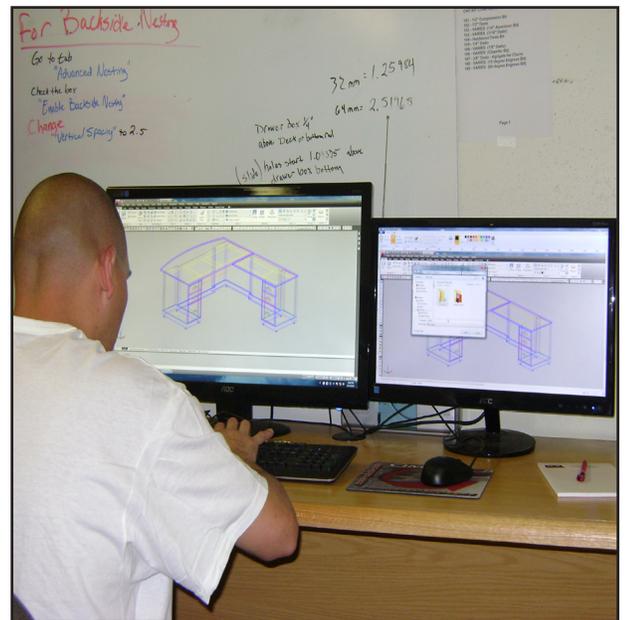
People on the outside will spend a lot of money in search of a good night's rest. RRI, with the approval from each of the facilities, began selling an upscale mattress to residents through its commissary operations. This mattress, which is sold for \$250, will replace the State issued mattress for those who choose to purchase. Residents must maintain good institutional conduct and be compliant with all treatment recommendations to be eligible for this incentive. This offering was very popular with the residents and RRI received many orders for this product.

In June of 2015, RRI through its commissary operations, made available the Family and Friends commissary program. This program offered residents the opportunity to receive commissary packages of food items not normally available in commissary, to be purchased and sent in by loved ones. This is a very popular incentive for the residents and staff alike.

One of the more frequent requests institutional staff received from residents was the availability of a video gaming system to help occupy the residents spare time. In June of 2017, RRI made available through commissary, a Sega Genesis Gaming System. This system featured 80 pre-loaded video games and met the need of both security and residents alike.

Projects

Last biennium, Rough Rider Industries was tasked with updating the look of the State's license plate. During the 2013 legislative session lawmakers decided it was time for a change in both graphics and license plate style. In 2014,





RRI joined forces with the Department of Transportation in helping create a new plate design and procured new license plate manufacturing equipment capable of producing digital flat license plates. Production began on August 12, 2015 and the entire reissue was completed in March 2017 with over 2.4 million plates being produced. It had been more than 23 years since the last reissue and the process as a whole went very smoothly. RRI was easily able to finish the project by the June 30, 2017 deadline.

Rough Rider Industries began another new project in December 2015, by manufacturing white t-shirts for Minnesota Correctional Industries (MINNCOR) for their DOCR residents. This project initially began as one large order to help MINNCOR but has since progressed to year around orders and has kept our sewing department very busy throughout the year. New sewing and a waistband machines were purchased to help RRI meet MINNCOR's order and timeline demands.



RRI's largest single project during this biennium was the outfitting of seating and furniture for the new Nedrose School in Minot, ND. The revenue generated from this one project was \$250,000 and featured everything from desks and cabinets, to seating and pub tables. RRI was fortunate enough to work with Nedrose in creating all the CAD designs and layouts for this project which saved the school money and provided additional training and work opportunities for RRI.

Operations

Change in operations is a constant variable in any operating entity and RRI is no different. The turnover of many long serving employees is always a challenge needing to be addressed. During this past biennium, RRI had four staff members that had either met their retirement rule or reached their retirement age. We continue to plan for these departures by evaluating each position as opportunities present themselves, always looking for added efficiency without sacrificing our safety and security. Some key changes within the organization was the elimination of both the sales manager and Business Development/HR position. These duties were absorbed by existing staff and resulted in RRI employing 29 staff members as of June of 2017.



Two of the larger procedural changes implemented by RRI involved the feeding of resident workers and the removal of all resident soda vending machines from the institutions. Both of these decisions were based on improving security

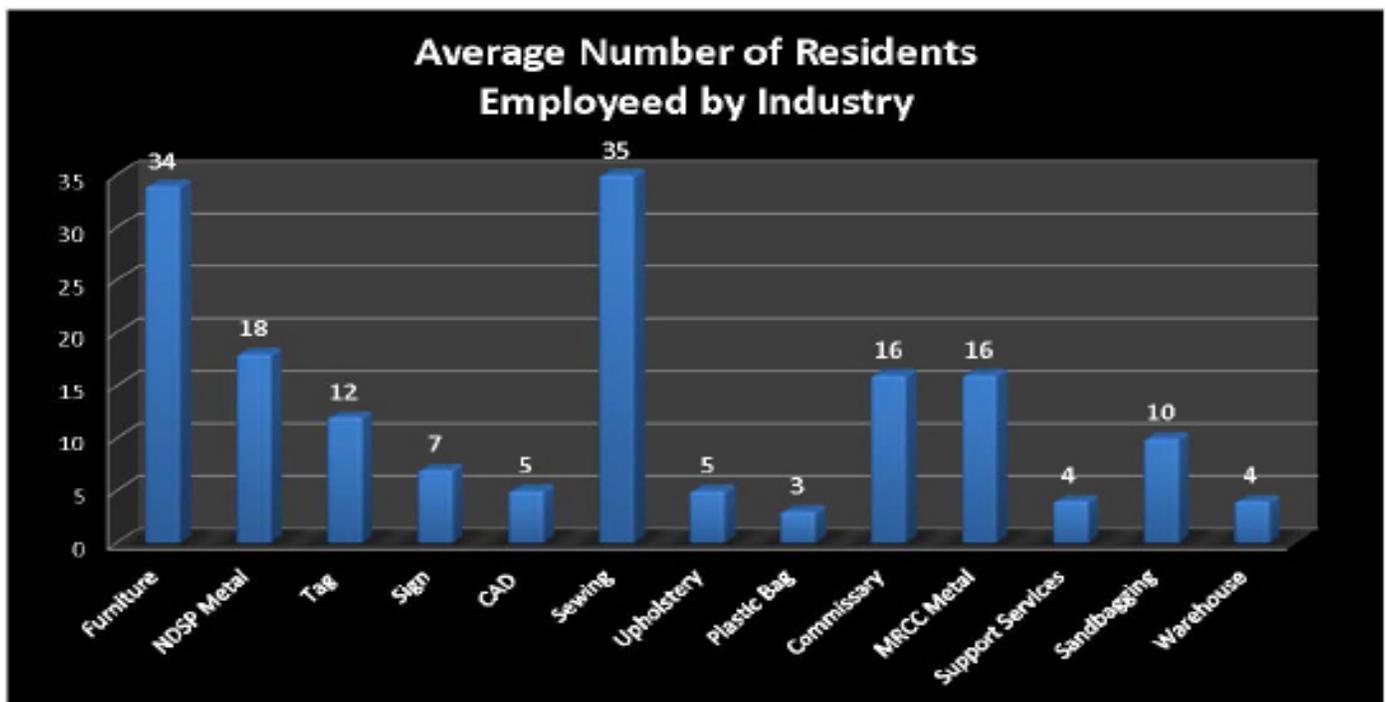
functions. RRI resident workers are now fed and counted in the basement below the inmate dining room and return to their work area from this location. This helps limit the possibility of contraband coming back into the institution.

Tokens were a necessary item used to redeem soda from the vending machines located inside each of the housing units. Tokens were also a constant value item used inside the prison for paying off debt from illegal activities and were subject to worker theft in many cases with stashes of tokens being found around the institutions. In December 2015, RRI removed the soda vending machines and the need for tokens from each institution and began manually filling the soda orders with the rest of their commissary. RRI saw a dramatic drop in quantities of soda ordered from the supplier which may indicate the quantity of product stolen each month.



RRI manages over four thousand acres of land for the ND DOCR and it is spread out amongst the counties of Burleigh and Morton. Mining of gravel at the Sunny Farm location in Morton County was finalized by Fisher Sand & Gravel Company in the late summer of 2015 after nearly two decades of active mining. A hot mix plant which was also located within this property was removed and the area is being used by the lessee as a storage area for sand and rock materials. The reclamation process has slowly begun.

RRI provides jobs to roughly two hundred resident workers at any one time and helps fulfill the mission of providing vocational and employment skills training. RRI employed a total of three hundred eighty-three resident workers during this biennium with our furniture shop and sewing operations being the largest resident employer having up to fifty workers employed at any one time. From a financial perspective, RRI had another successful and profitable biennium with the license plate division being the most profitable due to the license plate reissue, and the sign and metal shops also providing a nice profit. Listed below is a breakdown of the industry and the number of residents working in each particular trade:



New Product Line



RRI entered the athletic locker market designing and fabricating a locker for the North Dakota State University football team using fiber resin material. After an unsuccessful bid response, RRI decided to design and fabricate a metal locker and present for the new Mandan Athletic Complex. RRI was awarded this project and have plans to present to the Light of Christ Schools for the new St. Mary's High School project which is scheduled to begin in the fall of 2017. The locker design seems to be very well accepted and has a bright future.

RRI often times looks to put a new spin on an old product and in this case it was branding a company's logo on the table top using a custom laminate. RRI's first project was a Cardinal logo for the Nedrose School project and logos have since been done for tables at University of Mary and the North Dakota Safety Council.

Building and Equipment Updates



The James River Correctional Center (JRCC) industry building did not include air conditioning when constructed. During the summer months the lack of air movement along with high heat and humidity took its toll on staff, workers, and equipment alike. An HVAC system was installed in April 2017 to replace the existing heating system and provided the needed air for a comfortable work environment. The timing was great for this addition as the summer of 2017 was extremely hot and staff and workers were very appreciative for the added comfort.

In 2015, RRI replaced two worn out pieces of freight handling equipment. A new forklift was purchased for inside the North Dakota State Penitentiary and RRI was fortunate enough to locate an old military telehandler at State Surplus to replace the old military pay loader at MRCC. The telehandler was a great find as it can handle heavier loads than our previous piece of equipment. The telehandler also features an enclosed cab which is a benefit to our workers during the cold winter months.

In June of 2015, a damaging summer storm moved through the Bismarck area and caused a lot of damage to MRCC buildings and equipment. This storm featured very high winds which turned the middle irrigation pivot upside down causing the unit to be a total loss. The land renters insurance covered the replacement cost for the pivot and it was replaced as totally new and running two weeks later. This same storm also caused damage to overhead doors and downspouts which also had to be replaced on the RRI manufacturing building.

ADMINISTRATIVE SERVICES

Interstate Compact for Adult Offender Supervision

The Interstate Compact for Adult Offender Supervision (ICAOS) is comprised of all 50 states, and 3 territories (District of Columbia, U.S. Virgin Islands, Puerto Rico). Both ICOAS and the National Interstate Commission were created to promote public safety and to protect the rights of victims. The Compact and National Commission provide uniform rules and procedures that assist with the management of offender movement between states for those offenders placed under community supervision that meet established 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 initiates interventions to address and correct noncompliance.

ND Interstate Compliance Measures: 7/1/16 - 6/30/17

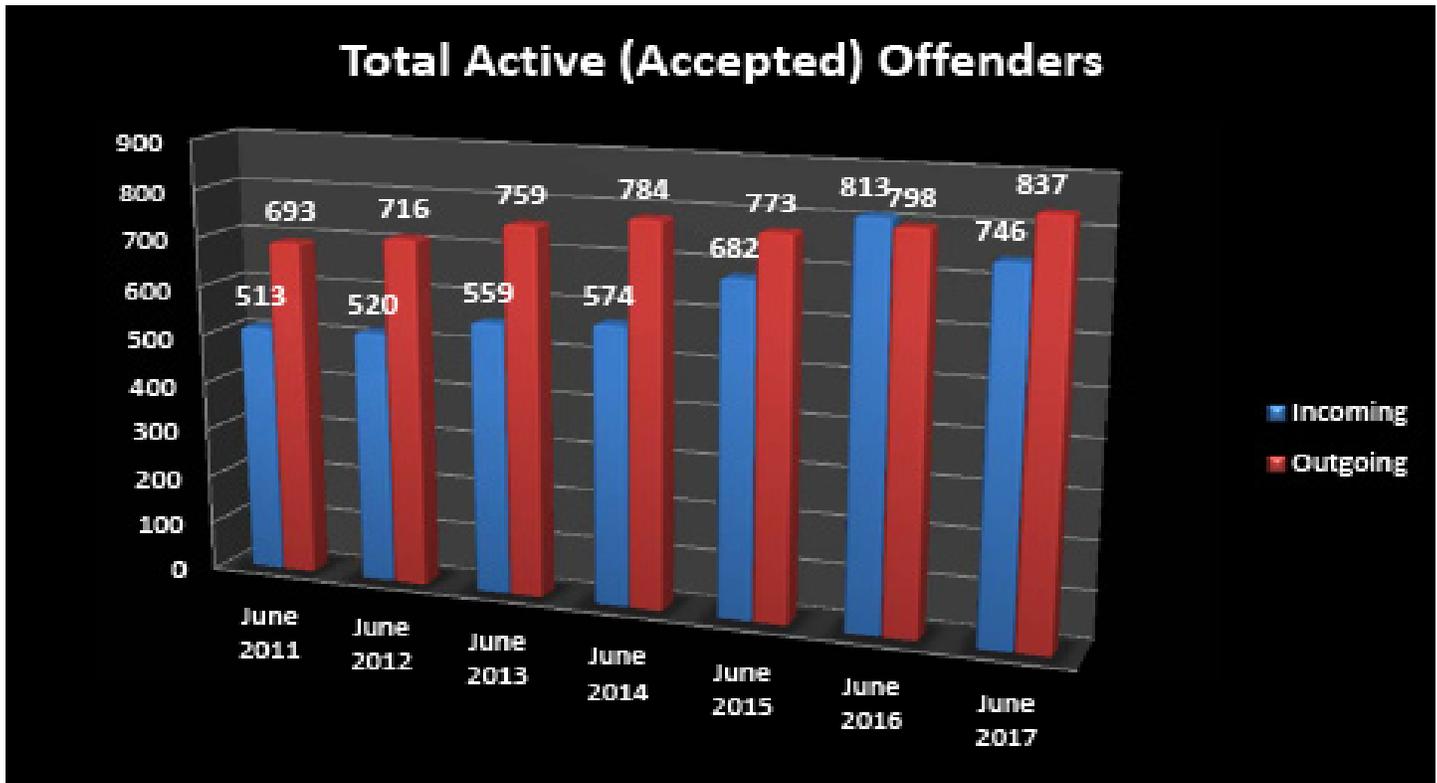


During this biennium new compact rules were passed to implement a single standard of supervision, the Commission established an expectation for states to use evidence-based practices when supervising out-of-state offenders. States now have specific reporting requirements and the authority to impose incentives and graduated sanctions when an offender on Compact supervision violates the terms of their supervision. This new standard of supervision, which extends to all agencies within the states, reinforces correctional practices for violation hearings and revocations.

Another important rule change that occurred in 2016 was the adoption of Rule 5.101–2, which allows a sending state, at its discretion, to conduct a violation hearing for an offender who is convicted and incarcerated for a new crime outside of the sending state. A goal for the next biennium is to continue to work with our state council members and the courts to implement procedure so that this rule can be utilized when available.

North Dakota continues to have more outgoing Interstate Compact cases than incoming, however since 2015 that gap has narrowed, and in 2016 for the first time ever we had more incoming cases than outgoing.

The below numbers are for accepted incoming and outgoing cases.



Crime Victims Compensation Program

The Crime Victims Compensation (CVC) Program provides compensation to innocent victims of criminal acts who have suffered physical or emotional injury or death. During the 2015-2017 Biennium \$1,191,888 was issued to 844 victims with an average claim of \$1,412.18. Additional program statistics:

Applications received during the biennium	981
Applications approved this biennium	844
Applications denied this biennium	137

During the 2015-2017 biennium our work unit was involved in several special projects. We completed and finalized the Crime Victims Compensation Administrative Rules (Article 114-01). These rules were published and went into effect January 1, 2017. We also received federal funding for two Information Technology projects; a web-based grants management database and crime victims compensation database. We completed the grants management database (COSMOS) so subgrantees are now able to submit their VOCA and CVA grant applications online, submit reimbursement requests and manage their VOCA and CVA grants in COSMOS. Our goal is to have the crime victims compensation database completed by January 1, 2018. Once the crime victims database is completed we will be in compliance with federal mandated reporting requirements.

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 2015-2017 biennium, \$4,679,326 was issued to 39 North Dakota domestic violence and sexual assault agencies, victim advocates, child advocacy centers and state government programs. The annual average of direct services provided by these agencies was 15,500

victims. The VOCA grant has transitioned to the federal fiscal cycle effective October 1, 2017. This transition should help alleviate confusion for the subgrantees when completing quarterly performance reports in the federal Performance Measure Tool (PMT) database.

**Agencies / Programs That Were Awarded VOCA Funding
2015-2017 BIENNIUM (July 1, 2015 through June 30, 2017)**

Program	City	Amount
Abuse Adult Resource Center	Bismarck	\$450,085
Abuse Resource Network	Lisbon	\$24,916
Abuse/Rape Crisis Center (CVIC)	Grand Forks	\$501,123
Abused Persons Outreach Center	Valley City	\$110,048
*Barnes County V/W	Valley City	\$24,322
Bismarck/Burleigh Co. V/A	Bismarck	\$140,000
Cass Co. V/W Program	Fargo	\$64,381
Crime V/W Program (CVIC)	Grand Forks	\$268,112
Dakota CAC	Bismarck	\$90,000
Domestic Violence Program	Stanley	\$115,555
DV & Abuse Center	Grafton	\$101,052
DV & Rape Crisis Center	Dickinson	\$150,808
DV Crisis Center	Minot	\$300,000
Family Crisis Center	Bottineau	\$65,000
Family Crisis Center V/W Program	Bottineau	\$38,400
Family Crisis Shelter	Williston	\$111,550
Fort Berthold Coalition / DV	New Town	\$55,000
Kedish House	Ellendale	\$96,834
*McHenry County V/W	Towner	\$28,214
McLean Family Resource Ctr.	Washburn	\$79,924
ND DOCR (Adult)	Bismarck	\$119,794
ND DOCR (Juvenile)	Bismarck	\$107,327
*ND SAVIN/CJIS	Statewide	\$50,000
*ND DHS-Aging Services	Jamestown	\$30,000
Northern Plains CAC	Minot	\$90,000
Pembina/Cavalier V/A Program	Cavalier	\$70,076
Rape/Abuse Crisis Center	Fargo	\$451,182
Red River CAC	Fargo	\$90,000
S.A.F.E. Shelter	Jamestown	\$100,229
Safe Alternatives for Abused Families	Devils Lake	\$100,000
*Spirit Lake V/A Program	Fort Totten	\$50,000
Stark Co. V/W Program	Dickinson	\$134,526
Stutsman Co. V/A Program	Jamestown	\$100,229
Three Rivers Crisis Center	Wahpeton	\$60,000
Traill Co. V/W Program	Hillsboro	\$22,027
Turtle Mt. Band of Chippewa	Belcourt	\$32,329
Walsh Co. V/A Program	Grafton	\$62,698
Williams Co. V/W Assistance	Williston	\$100,078
Women's Action/Resource Ctr.	Beulah	\$84,087
	Total	\$4,669,906

**New agency receiving funding*

During this biennium the DOCR allocated a total of \$4,669,906 of VOCA funding and conducted 34 VOCA site visits. All of these agencies were in compliance with federal VOCA requirements. Due to the significant cap increase in the Crime Victim Fund (in 2015), the DOCR VOCA awards have nearly tripled, which has allowed our agency to fully fund the majority of subgrantees. The significant funding increase has also provided the opportunity for our Crime Victims Board to explore how best to incorporate competitive special project grants.

Crime Victims Account (CVA)

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. The DOCR allocated \$200,000 CVA grants to 26 domestic violence and sexual assault agencies and victim advocacy programs. We also completed 26 CVA site visits and all of these agencies were in compliance with the CVA state requirements.

Case Planning



Administrative Services is responsible for chairing and coordinating the Adult Services Case Planning Committee.

The case planning committee initiates a case plan that coordinates a systematic response to match the offender with a continuum of resources to increase successful community integration and reduce recidivism.

Every inmate sentenced to the custody of the DOCR goes through a four week orientation process in which they are assessed for medical, psychological, substance abuse, educational, other criminogenic risk and needs. At the end of the four week orientation, each inmate's case is reviewed by the Case Planning Committee to develop a plan for the inmates' path through their incarceration. This case plan is based on each inmate's unique needs, and is created with the objective to increase successful community integration and reduce criminogenic risk. The case plan is then used by case managers to develop specific goals and strategies for the inmate that coincide with that plan. Case managers review and update the plan to ensure the plan is meeting the goal of recidivism reduction.

In 2017 the case plan went through a major overhaul. The new case plan mirrors both community and institutional databases. Besides the efficiencies gained, the most important outcome of this project was that these plans now have shared goals and interventions to help reduce criminogenic risk, with flexibility of the goals for each phase: Institution, Reentry and Community.

WOMEN SERVICES



The 2003 Legislative Assembly passed House Bill No. 1271, which directed the North Dakota Department of Corrections and Rehabilitation (ND DOCR) to contract with county entities for the housing of women sentenced to the DOCR. The Southwest Multi-County Correctional Center was awarded the contract and has been housing DOCR-sentenced women at their facility in New England at the Dakota Women's Correctional and Rehabilitation Center (DWCRC) 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 71 employees, with an additional 4 staff shared with the Southwest Multi-

County Correctional Center in Dickinson. DWCRC's average daily population for the first year of the biennium was 130 and 127 for the second year of the biennium.

All women sentenced to the DOCR are received at DWCRC. Following a period of orientation and assessment at the prison, the residents are classified and designated to the appropriate housing units. The majority of classified residents serve their sentences in minimum security housing at DWCRC, in treatment centers or halfway houses across the state.

DWCRC offers a variety of treatment services to address the needs of the women residents. Included in their current offerings are the following: A cognitive behavioral substance abuse treatment program, mental health services (medication monitoring, case management, therapy), individual counseling, psychiatric services, sex offender assessment and treatment, and RRRW (Responsive Risk Reduction for Women). RRRW is a treatment program that was developed by DOCR staff in 2015 that incorporated elements from Thinking for a Change (a cognitive behavioral skill building program that targets criminal thinking), coping skills, conflict resolution, and trauma group into a single manualized program.

DWCRC offers a number of programs in order to address the educational needs of the women resident population, as well as assist them with personal and career development. The following programs were available through the education division at the prison; GED (mandatory for residents who do not have a high school diploma or GED when admitted to prison), Read Right, Career Readiness, parenting classes through the Dakota Resource Center, a number of computer programs, and college classes through the university system using an interactive video network. A welding program is provided in collaboration with the New England Public School System. The program provides instruction in the basic skills needed for entry-level jobs and apprenticeship programs. At the end of training, students are provided an opportunity to receive certification for specific welding skills. Additionally, work and education release are available to eligible residents nearing the end of their sentences.



Prairie Industries is the correctional industries program at DWCRC. The program provides residents with the opportunity to develop job skills necessary for success in the workplace following release. A cut and sew operation is located on-site, primarily producing clothing items. Prairie Industries also provides services to a number of local manufacturing

businesses in Dickinson through apprenticeship and other work programs for up to ten women residents. The job training, skills, and partnerships with local businesses developed through the industries program has resulted in greatly improved employment prospects for many of the residents, particularly for those who secured employment with local manufacturers as welders, using the skills developed in the welding program at the prison and positioning themselves to earn salaries post release that far exceeds those paid in the minimum wage jobs many held prior to incarceration.



DWCRC residents remain involved with local communities by volunteering at a local food pantry and Community Action, participating in the Adopt a Highway program, crocheting items for infants born at the hospital in Dickinson, and working with religious volunteers on knitting blankets for overseas ministries. They also provide assistance to surrounding cities by providing manpower for park and street maintenance, in addition to assisting with projects at local churches and civic organizations.

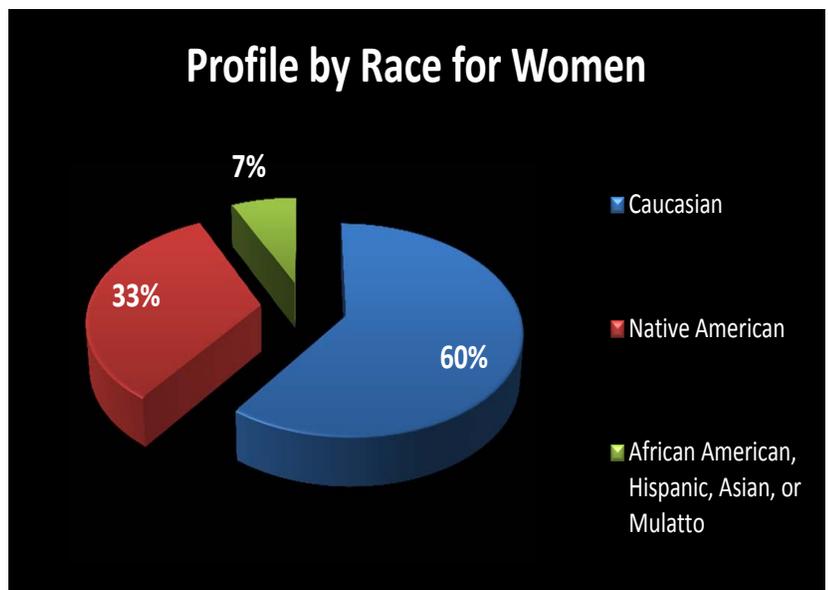
Although all DOCR-sentenced women are initially received at and serve a portion of their sentence at DWCRC, many residents

transfer to contract treatment centers and halfway houses in order to participate in residential treatment and work release programs. The community programs accessed for low custody level women residents 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, the Bismarck Transition Center, the Lake Region Reentry Center, and halfway houses in Mandan and Fargo operated by Centre, Inc. Halfway house placements provide alternatives to direct release from correctional institutions so residents can secure employment and housing, as well as remain involved in treatment programs while residing in a structured environment. Among the programs offered for residents at halfway houses are the following; cognitive behavioral substance abuse treatment program, Thinking for a Change, Aftercare, employment skills, transitional skills, Seeking Safety, and Responsive Risk Reduction for Women. The Bismarck Transition Center and the Centre, Inc. facilities also operate programs that provide assessments and treatment for probationers under the supervision and management of the ND DOCR who otherwise would be subject to revocation of probation and subsequent incarceration. The facilities housing women residents provide separate housing units and programming for this population.

Statistics

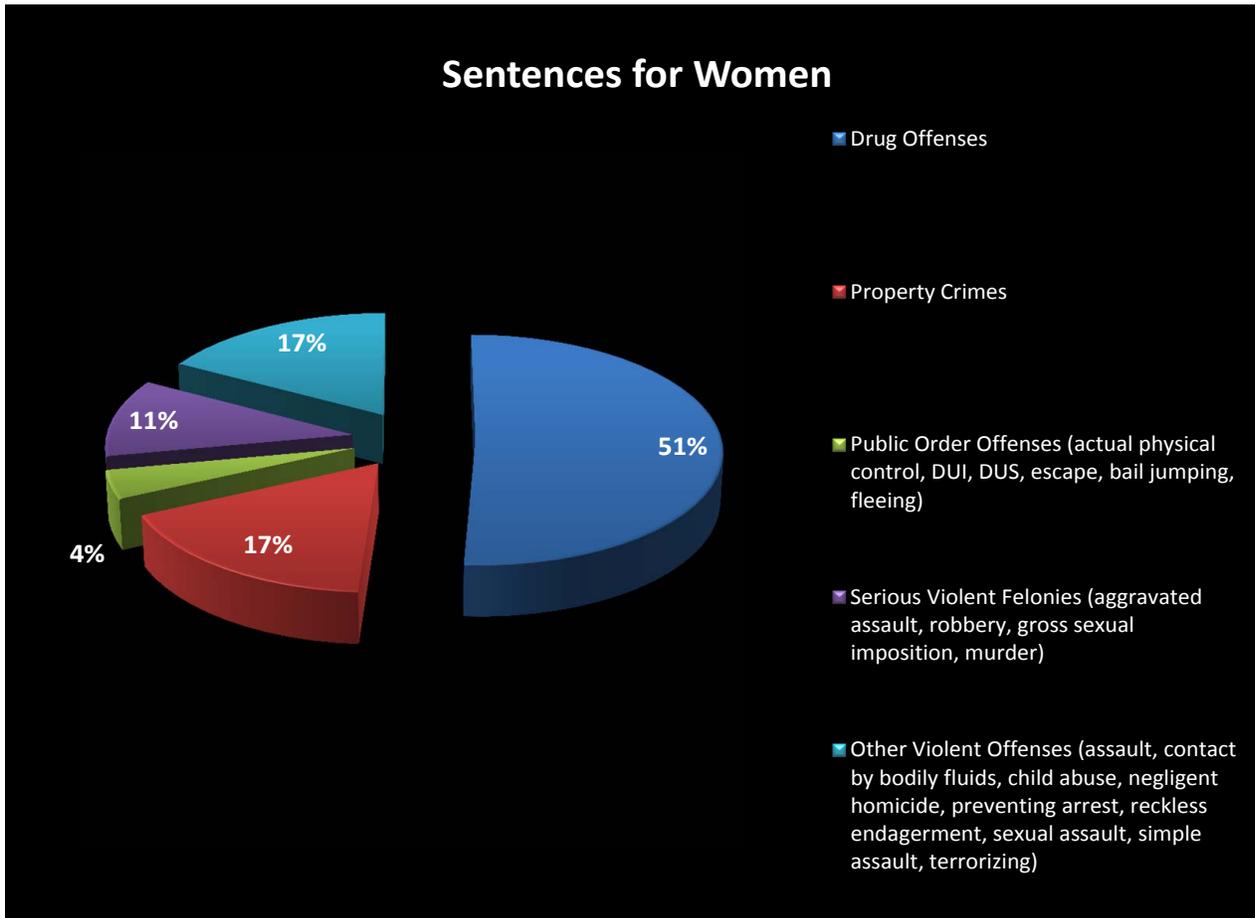
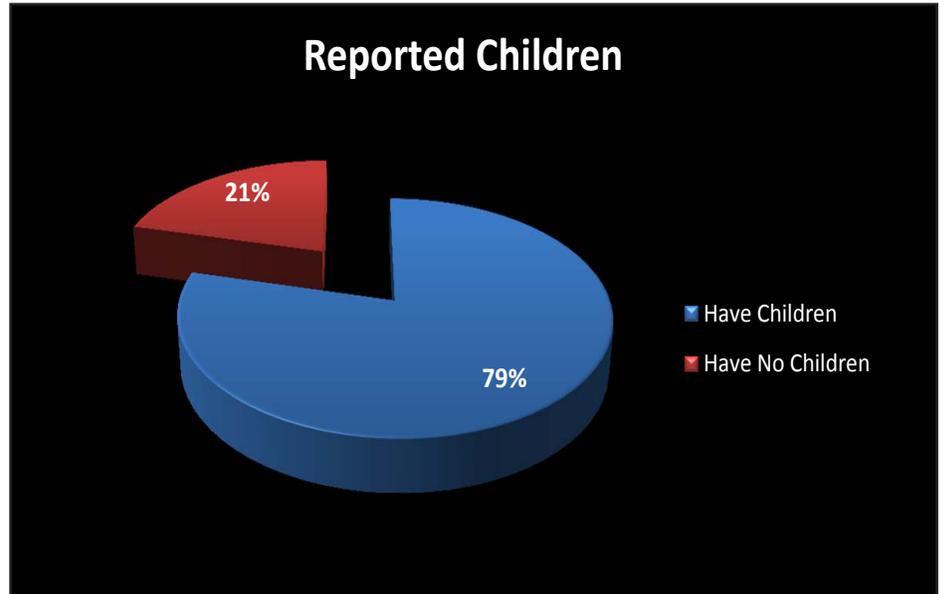
- The average age of women residents is 35.
- 70% reported they had been subjected to sexual or physical abuse as an adult or child.
- The average length of sentence imposed by the court is 3.98 years.
- The average length of stay is under one year.

While the women prison population has been steadily increasing over the past three decades, a record high count of 244 residents was set in November of 2016 (in the previous biennium, the high count was 220 residents).



Women resident admissions at DWCR during the biennium were as follows: 369 intakes from July 1, 2015 through June 30, 2016 and 331 intakes from July 1, 2016 through June 30, 2017, contrasted with 565 admissions in the 2013-2015 biennium. In order to accommodate these additional residents, the DOCR contracted with the Bismarck Transition Center for an additional unit for the housing of minimum and medium custody level residents and Fargo Centre Halfway House opened a 72 bed facility for women residents, increasing their capacity by about 40 beds.

The facilities housing DOCR women residents offer cognitive behavioral skill building programs approved or developed by the Department, have implemented positive reinforcement programs and structured case management practices, as well as providing continued staff training on core correctional practices and effective communication skills. In addition to the on-going treatment programming work, the prisons implemented a new classification system in 2016.



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 individuals' 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 Department of Corrections and Rehabilitation (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 individuals 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, two Administrative Assistants and five Transportation Officers. All of the staff members are certified correctional officers and six 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 are illustrated on Diagram 1.

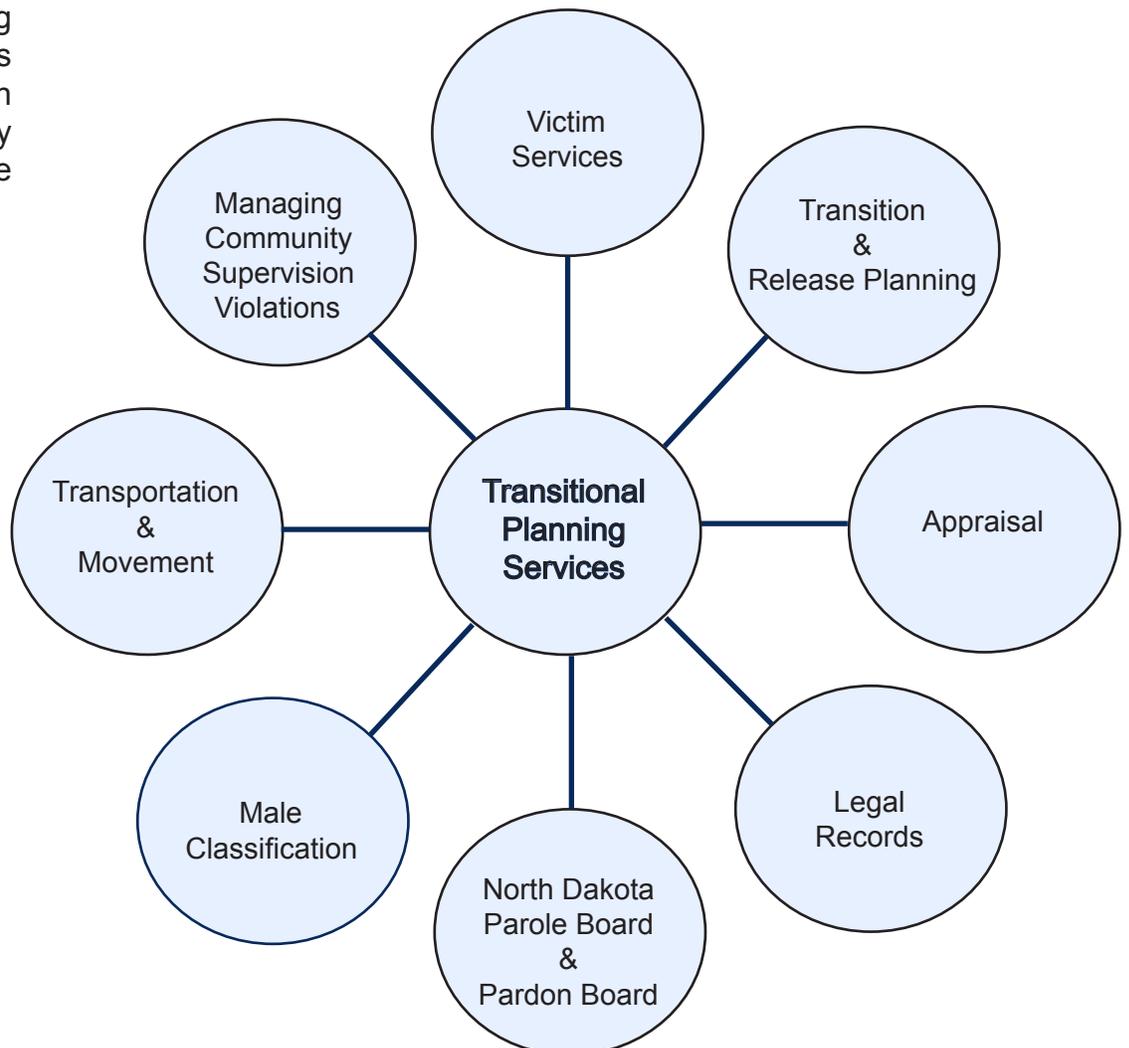


Diagram 1

Victim Services Program

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, N.D.C.C. 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 full-time 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 residents are in the custody of the DOCR. Throughout the incarceration and supervision period of an individual, it is important for victims to be able to express their concerns or thoughts regarding the impact the crime had on them as well as to be able to ask questions. Services include notifications regarding specific movement and status changes, referrals for services, safety planning, and coordinating parole and pardon board appearances.

The VSP is a member of the North Dakota Victim Advocate Association and communicates with victim witness advocates within the state's attorneys' offices and community victim advocates to provide a seamless wrap around system of serves for victims and witnesses of crime before and after the individual's sentence with the DOCR. The VSP works to educate DOCR employees and the community regarding victim and witness related laws and policies to ensure their rights are being upheld. Also, as a member of the Post-Conviction Victim Services Network, the VSP networks nationwide with other post-conviction victims' programs to continue improving services.

The VSP collaborates with Lutheran Social Services Restorative Justice Program to provide victims and the resident the opportunity to meet face-to-face with a trained facilitator leading the entire conferencing process. The primary goals of the conference are to allow the victim to have some closure and the individual to have the opportunity to take responsibility for their actions and recognize the impact their behavior had on others.

Another helpful service provided by the VSP is a website containing information about state and national victim resources as well as information and an application for Crime Victims Compensation. The website provides easy access to ND SAVIN link, a link to the Fair Treatment of Victims and Witnesses contained in N.D.C.C. 12.1-43 and numerous victim and witness programs throughout our 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 the ND Criminal Justice Information Sharing 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 custody changes regarding a specific individual. ND SAVIN is not only a great source of information for victims but also the general public, employers and law enforcement agencies. The DOCR continues to develop and improve the information and notifications provided via ND SAVIN.

Total Registrations and Notices Provided via ND SAVIN from July 1, 2015 - June 30, 2017

On-line site searches:	2,897,185
Information phone calls:	189,892

DOCR Institution:

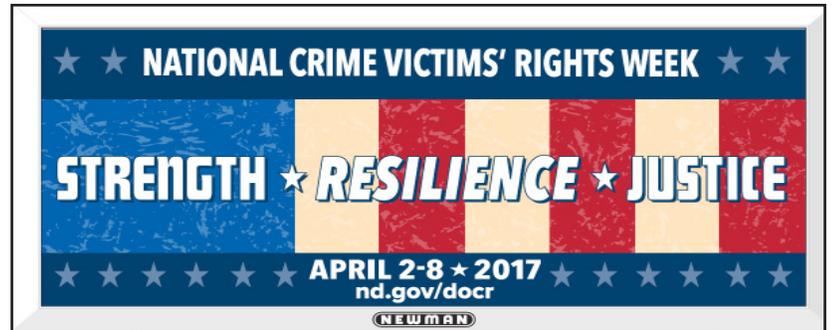
New Registrations:	6,405
Notification Phone Calls:	6,561
Notification by TTY:	11
Notification Phone Text:	14,040
Notification by Email:	20,033

DOCR Probation & Parole:

New Registrations:	7,088
Notification Phone Calls:	3,554
Notification by TTY:	7
Notification Phone Text:	8,177
Notification by Email:	14,922

Annual Victims' Rights Week

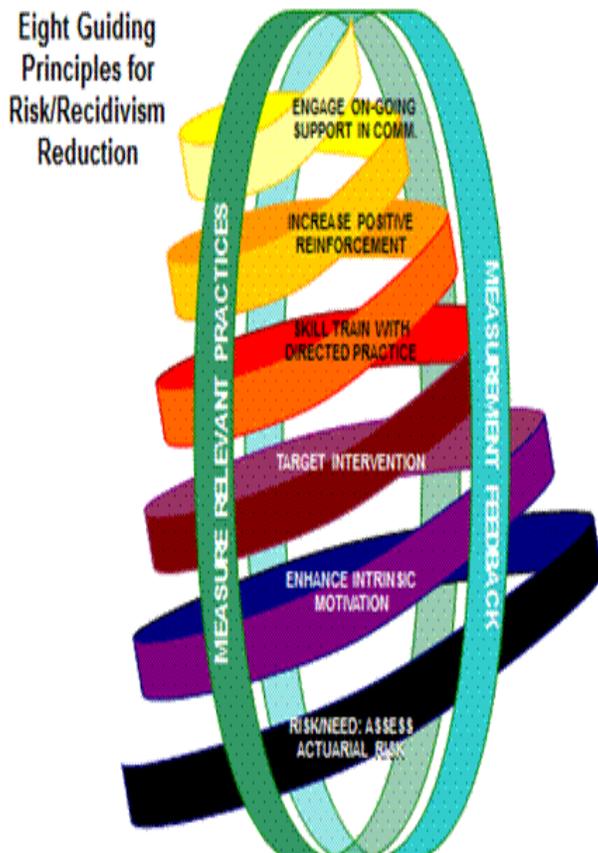
Every year the nation recognizes victims of crime during a dedicated week in April. In 2017, the DOCR obtained grant funding to promote public awareness during this week and posted billboards in portions of central and eastern North Dakota.



Re-entry & Transition

Transitional Planning Services continues to facilitate practices to promote successful resident reentry back to North Dakota communities. These practices are consistent with the National Institute of Corrections Transition from Prison to Community Initiative (TPC).

TPS staff support the empowerment of department staff, contractors and stakeholders to implement practices in their day-to-day work that research supports to reduce recidivism, as depicted in the graphic below. Working very closely with the behavior health services division, TPS staff continue to support the redesign of the department's cognitive-behavioral programs. Work in this area is described in detail in the behavior health services section of this report.



TPS staff help conduct quality-assurance for the Levels of Services Inventory-Revised (LSI-R), the department's actuarial risk assessment. The LSI-R is a 54-item assessment for use with adults who are sentenced to the DOCR. It identifies criminogenic risk and need areas in an individual's life and predicts risk of recidivism. The Static-99R is a ten-item actuarial assessment instrument for use with the adult men who have a sexual offense. It is the most widely used sex offender instrument in the world and was validated by Dr. Andrew Myer, Associate Professor at NDSU, in 2016. The purpose of validation is to provide significant statistical probability to sexual recidivism and establish score cut-off levels.

Finally, TPS staff monitor and provide data feedback to several areas of the department, specifically to the Parole and Probation Division. TPS staff gather revocation data in several areas and provide an extensive report to the Parole and Probation Director, as well as the Director of the DOCR.

Appraisals

The DOCR completes a sentencing report on every individual 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 resident upon arrival using the LSI-R/ASI and entering the information into a report format. DOCR staff complete the remainder 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 individual moves throughout the system.

The report includes a basic demographic 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 individual'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 2015-2017 biennium, the division completed 3,207 sentencing reports, an increase of 17% compared to the 2013-2015 biennium. Transitional Planning Services staff also facilitate quarterly quality assurance meetings to ensure all staff responsible are inputting accurate and timely information.

Legal Records

Staff process almost 6,000 criminal judgments each year for adults sentenced to the custody or supervision of the department. Occasionally, these judgments contain errors that require correction. These range from typographical errors that may change the meaning of the judgment or cause some confusion to clear violations of the North Dakota Century Code or Supreme Court decisions.

The DOCR has the responsibility to assure 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 have found themselves caught in the middle of differing interpretations and opinions by the court, state's attorney and other DOCR staff. In 2012, the DOCR created a Legal Records Manager Position to serve as the central repository for criminal judgments reflecting supervised probation, orders granting parole interpreting the judgments and orders received from the courts and parole board according to state law and to timely and accurately recording of the judgments in the designated DOCR databases. This position initiates, plans, coordinates, and develops projects or programs and training for staff on legal matters that have major impact on functions within the organization. Additionally, this person coordinates and manage quality assurance, produces reference materials for staff and facilitate the correction of illegal or erroneous judgments.

In June 2015, the DOCR moved Legal Records from the supervision of the North Dakota State Penitentiary Warden to the Director of Transitional Planning Services in an effort to centralize legal records services. Staff in this work unit are responsible for reading and interpreting criminal judgments in order to conduct sentence calculations for every person sentenced to the custody of the DOCR and enter case information for people leaving DOCR custody to parole and probation supervision. In addition, staff process information related to an individual's criminal history, warrants and detainers, registration requirements, protection orders, Interstate Compact applications, and parole/pardon board orders.

Parole Board

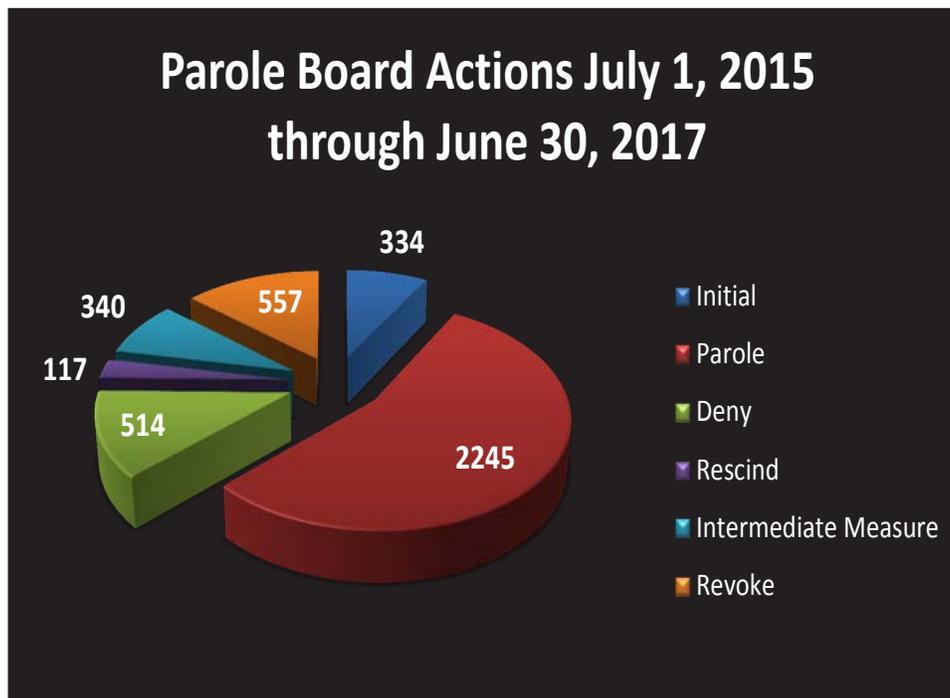
The North Dakota Parole Board has six members who are appointed by the governor. The board is the sole authority for all parole related decisions in North Dakota. Statutory authority for is contained in N.D.C.C. 12-59.

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 individuals by providing opportunities for rehabilitation.

Transitional Planning Services is the administrative arm of the North Dakota Parole Board. Currently, the Director of 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, assuring strict adherence to relevant state and federal laws and executing the orders of the parole board.

The board has taken on an ever increasing role in working with the DOCR and other stakeholders to effectively transition people from prison to the community in an effort to enhance public safety, reduce recidivism and best manage valuable correctional resources. The board holds the DOCR accountable to deliver effective and timely correctional programming and other resources so the board may diligently exercise its paroling authority. The North Dakota Parole Board is instrumental in the transition process. The graph below depicts the board's actions during the 2015-2017 biennium.



During the 2013-2015 biennium, the North Dakota Parole Board was very instrumental in the transitional process:

- The board reviewed and took action on a total of 4,107 individuals.
- Average length of parole granted was 316 days.
- North Dakota has one of the lowest parole revocation rates in the United States with a 29.6% revocation

- rate. The national rate is about 56% according to the United States Bureau of Justice.
- The North Dakota parole population count increased by 39% between July 1, 2015 and June 30, 2017.

Parole Planning

An individual's parole planning begins upon arrival at the North Dakota State Penitentiary or the Dakota Women's Correctional & Rehabilitation Center by the Case Planning Committee. For those people who are parole eligible, programming and housing considerations are often correlated to an individual's parole review date. Every effort is made to ensure people 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, an individual works directly with their assigned institutional case manager to complete a parole plan. This plan is submitted to the Intensive Program Coordinator who coordinates the investigation by a field officer. This information is then provided to the Parole Board members.

Looking to the future, there is a significant amount of work that lies ahead. Through the department and 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 front-end policy decisions that drive the growth in our criminal justice system to assure more effective public safety outcomes and most efficient use of our correctional and judicial resources. We cannot afford to continue to feed our incarceration addiction, both socially and economically, and criminal law reform and practices are critically necessary.

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 individual's upcoming parole review. The process includes submitting via email the judges and states' attorneys a document which includes the individual's 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.

Classification for Men

The Department of Corrections and Rehabilitation has a classification process used to identify incarcerated residents and categorize them according to risk of institutional misconduct or escape. Classification is part of the orientation process, and is completed on all residents before they may transition into general population. Once an individual is classified, they are assigned to a housing unit based on their classification level. These levels are maximum custody (North Dakota State Penitentiary), medium custody (James River Correctional Center, or Medium Transition Unit located on the grounds of the North Dakota State Penitentiary) and minimum custody (Missouri River Correctional Center or re-entry centers).

Prior to the classification committee hearing, individuals attend a classification seminar. The seminar educates people on the importance of classification and what they can do to influence their score both positively and negatively. They are also instructed on the method in which they can calculate their own classification level. This process has two purposes: first, having insight into what classification level they are can decrease anxiety, second, this empowers the individual by seeing exactly how their choices can affect their future.

The DOCR has a goal of transitioning people appropriately through security levels to the least restrictive means necessary. This is done to more effectively promote positive behavior change and growth, to prepare them for re-entry into the community and to more efficiently manage our population and resources. Classification is a tool used to assist in this process. Individuals continue to be classified at either six or twelve month intervals which are determined by release date. As people move closer to release, the process happens more frequently. Pro-social behavior such as following rules, employment and participation in treatment allows people through this transition. If an individual chooses to not follow rules or participate in programming they will maintain or go up in security levels. Classification is also used when a significant event has occurred in a case. Significant events include a major disciplinary infraction, new criminal charges or a dismissal of a current offense.

In November 2015, the DOCR classification tool was revised and professionally validated as an actuarial risk assessment. An actuarial risk assessment is defined as a statistical method of estimating the risk of a particular event's occurrence. The classification tool is predictive of the DOCR's incarcerated population's behavior. This objective practice of classifying individuals gives a statistical probability that a person will attempt an escape or be involved in institutional behavior.

Transportation and Movement

Transitional Planning is the hub of the transportation for the DOCR. Most individuals being transported are under the custody of the DOCR. These statuses include juveniles, parolees, parole violators, probationers, interstate compact violators, and out-of-state extraditions.

To complete these transports, the DOCR has six transport officers as temporary employees working varying shifts. Transportation is a team approach which requires assistance from other state agencies. These officers do an excellent job and enjoy working through every dynamic the position requires.

We have a few different methods in which we transport individuals. Most transports are conducted on public roadways using caged transport vans. For longer distance extraditions, we transport using commercial airlines. In situations in which individuals are a high risk to the community and a commercial flight is not appropriate we have found other means. These cases are presented to the Department of Homeland Security for review. When approved they assist with a flight crew and a small aircraft so the public is not affected.

The graphs below depict transportation statistics from January 1, 2016 through December 31, 2016.



Managing Community Offender Violations

Community Violations are 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 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 community offender violations. The mission of this position remains to coordinate transition services for target offenders, improve transitional services, and reduce revocation rates so the department can better allocate resources, target interventions, and improve coordination within as well as with its partners. This position works in cooperation both with field staff, institutional staff and community resource providers.

From July 1, 2015 – June 30, 2017, the Intensive Transition Program Coordinator was involved in 4,218 case staffings with field staff; a slight increase from the previous biennium. These staffings are structured to plan community interventions, revocation proceedings, sentence recommendations, or providing pertinent community supervision information for institutional staff.

When learning new skills and making behavioral changes, human beings appear to respond better and maintain learned behaviors for longer periods of time when approached with incentives rather than just punishments. Behaviorists recommend applying a much higher ratio of positive reinforcements to negative reinforcements in order to better achieve sustained behavioral change. Research indicates that a ratio of four positive reinforcements to every one negative disapproval is optimal for promoting behavioral changes. These rewards do not have to be applied consistently to be effective (as negative reinforcement does) but can be applied randomly. Increasing positive reinforcement should not be done at the expense of or undermine administering swift, certain, and real responses for negative and unacceptable behavior. Individuals having problems with responsible self-regulation generally respond positively to reasonable and reliable additional structure and boundaries. Some people may initially overreact to new demands for accountability, seek to evade detection or consequences, and fail to recognize any personal responsibility. However, with exposure to clear rules that are consistently (and swiftly) enforced with appropriate graduated consequences, people tend to comply in the direction of the most rewards and least punishments. This type of extrinsic motivation can often be useful for beginning the process of behavior change. (Gendreau & Goggin, 1995; Meyers & Smith, 1995; Higgins & Silverman, 1999; Azrin, 1980; Bandura et al, 1963; Bandura, 1996).

Discharge Planning & Coordination



Transitional Planning facilitates the transfer of people from prison to community supervision. TPS facilitated the transition of 2,757 individuals compared to 1,819 during the previous reporting period. As people 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 individual is to report for supervision, coordinate alcohol monitoring requirements and inform the individual 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

Individuals released from a DOCR facility on parole and/or probation who wish to reside in another state may request to transfer their supervision through the Interstate Compact for Adult Supervision. This process requires the transfer candidate to provide the name, address and phone number of the person(s) he/she wishes to reside with if they do not own their own residence. TPS staff then contacts the individual in the receiving state and verifies they are wanting the person to reside with them and will assist in that individual's plan of supervision. The plan is then submitted via the Interstate Compact Offender Tracking System.



During the past biennium, 320 individuals transitioning from a DOCR facility had their supervision transferred out-of-state through the interstate compact which is a 71% increase from the previous biennium.

Sex Offender End-Of-Sentence Review and Release Planning

Every effort is made to assure that any person 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 person 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 person 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 that person'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 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.