

North Dakota Department of Corrections and Rehabilitation



*Biennial Report
For The Period Covering
July 1, 2007 - June 30, 2009*

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NORTH DAKOTA
Department of Corrections
& Rehabilitation

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John Hoeven, Governor
Leann K. Bertsch, Director

November 2009

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

Dear Governor Hoeven:

I am pleased to submit the Department of Corrections and Rehabilitation 2007-2009 Biennial Report. This report provides a summary of the Department's activities for the biennium and a brief synopsis of our growing and vital role in our criminal justice system.

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

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

Sincerely,


Leann K. Bertsch
Director

Agency Overview

North Dakota's corrections system carries out its mission by effectively and efficiently managing offenders by addressing offenders' risks and needs that contribute to their criminality. Comprised of institution and community services, the Department provides a continuum of custody, supervision and correctional programming for adult and juvenile offenders. Recognition of the ultimate release of most offenders makes targeted programming, release preparation and planning, and transitioning key.

Our mission is...

To enhance public safety, to reduce the risk of future criminal behavior by holding adult and juvenile offenders accountable, and to provide opportunities for change.

Reorganization of the Department

A highlight of the 2007-2009 biennium was a departmental reorganization. The Department of Corrections and Rehabilitation was organized on July 17, 1989 out of what was known as the North Dakota State Penitentiary, the Parole and Probation Department, and the Division of Juvenile Services into one large department. At the time of the Department's organization, the penitentiary had less than 500 inmates and the parole and probation department managed less than 2,000 offenders. From 1989 to present day, each of the adult divisions realized steady and rapid growth in their populations. As the offender numbers grew, programming and treatment resources were expanded to address the risks and needs of the offenders. The Department realized a significant number of successes through our re-entry efforts as part of the Transition for Prison to Community Initiative. However, the Department recognized there were significant obstacles to our future successes, one such obstacle being the structure of the Department and in particular the structure of the adult system within the Department.

In the spring of 2007 the Department was reorganized with the most significant changes made to the adult delivery system. The former Prison's Division and Field Services Division were dissolved and the work of the Adult Services Division was divided amongst nine functional areas. The nine functional areas consist of Transitional Planning, Transitional Facilities, Maximum Security Facilities, Medium Security Facilities, Women's Services, Industries and Education, Administrative Services, Parole and Probation, and Programs. This new structure is a

much better fit for the re-entry model and inmate management plans used by the Department. The new structure strengthens the Department's ability to return offenders back to their home communities in a manner that both protects and serves the public.

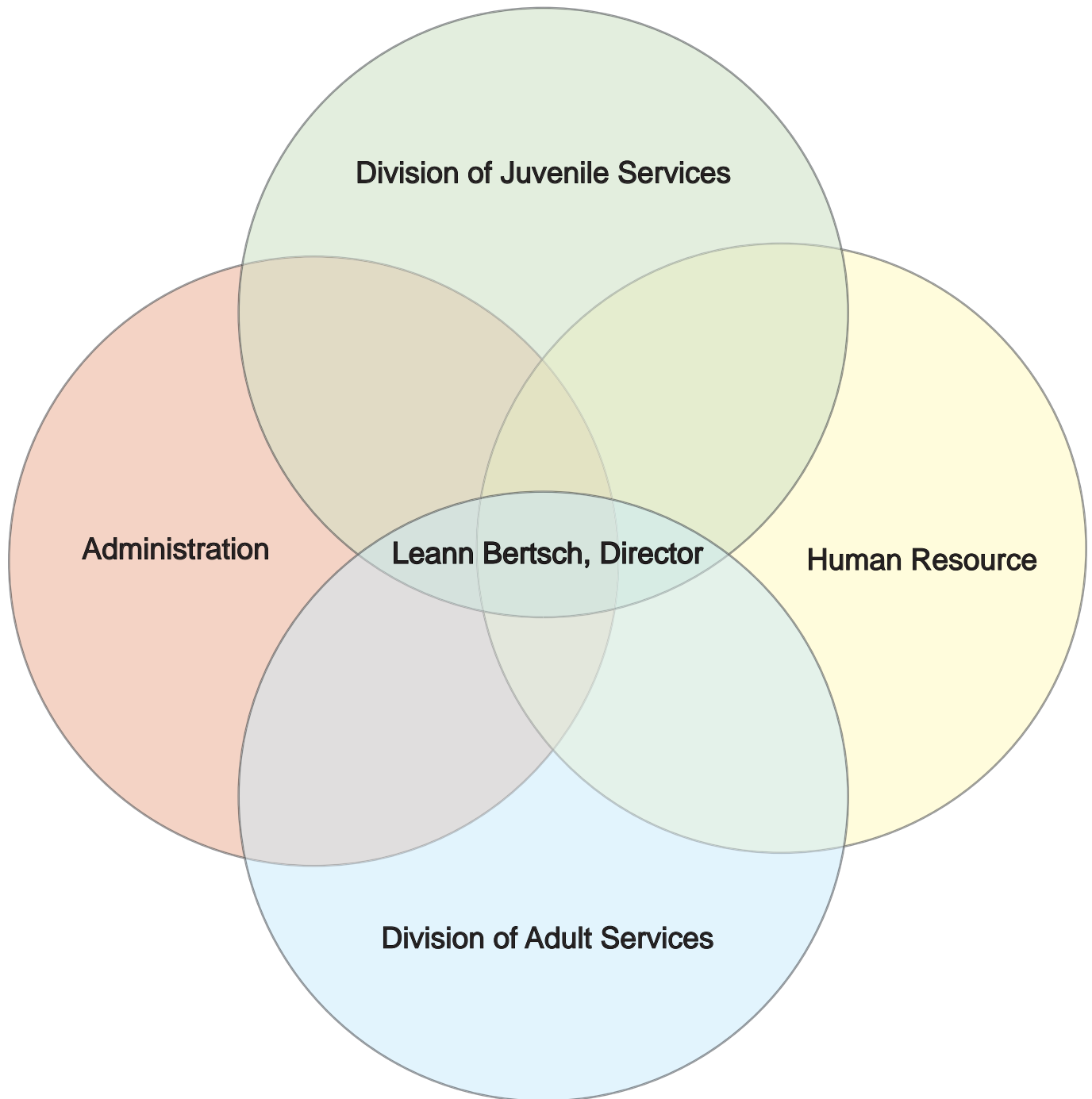
In addition to the major changes within the Adult Services Division, the reorganization included significant department-wide changes. Although our budget is divided among Adult Services and Juvenile Services, organizationally, the Department has four divisions, to include Administration and Human Resources.

Division human resource officers now report to the Director of Human Resources. Training and facility inspections were also consolidated under the Division of Human Resources. These changes have brought consistency in applying various policies and procedures across the Department. Our human resource and training staff are now knowledgeable on issues within the entire Department rather than the specific division to which they were previously assigned.

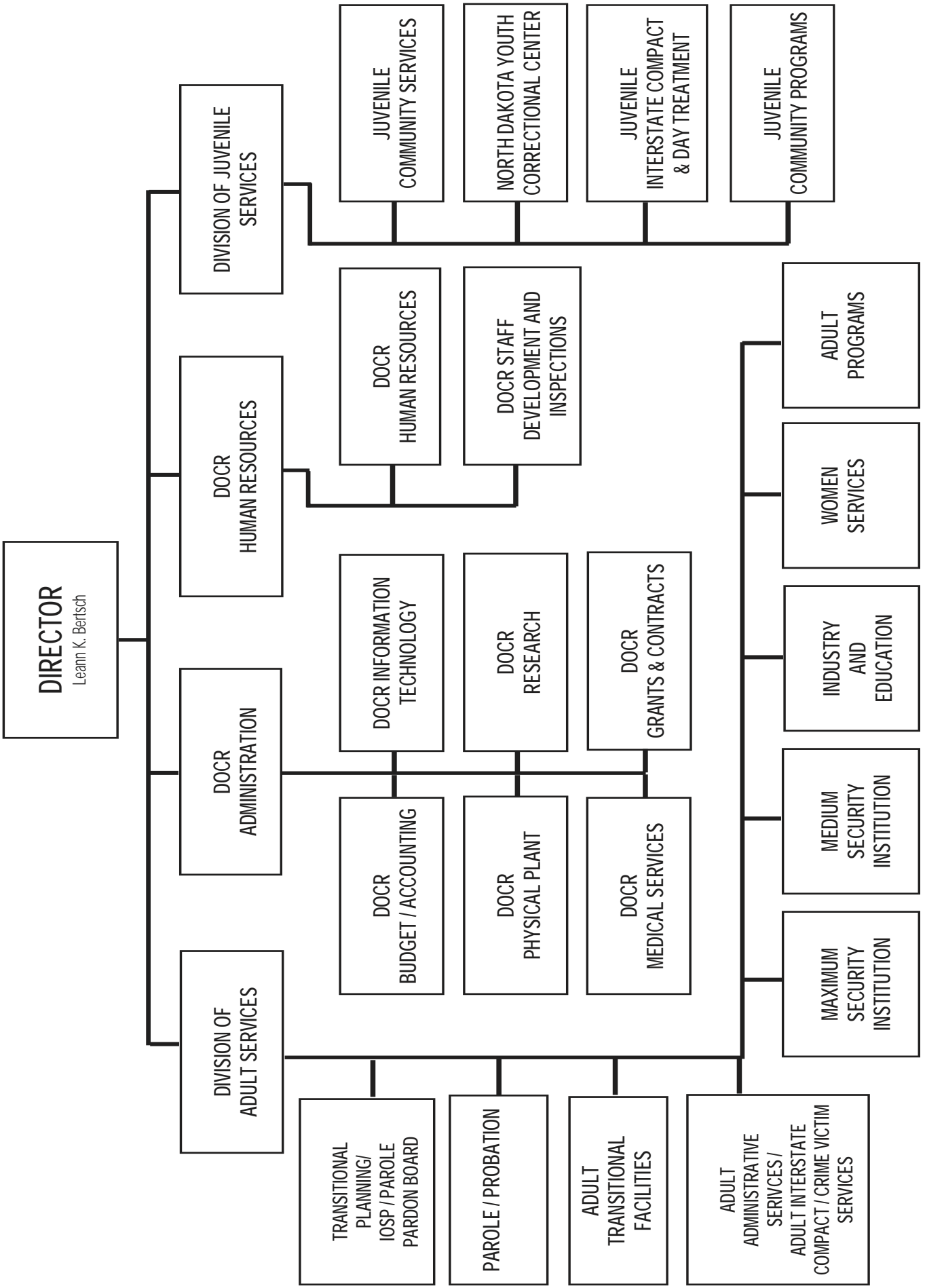
The Director of Administration has oversight for Budget and Finance, Information Technology, Research and Planning, Grants and Contracts, Medical Services and Plant Services. These functional areas, now consolidated under the Director of Administration, serve both the adult and juvenile divisions of the department. The management of all our physical plant assets is now consolidated under the Director of Plant Services for the Department. This has led to continuity in building and safety programs, a more streamlined budget process, cross-training and workforce opportunities. The Medical Services Department now coordinates and directs all of the medical issues for the Department. This has increased the clarity and uniformity of the delivery of medical care across the system. Physician, dental and pharmacy services are shared between juvenile and adult facilities.

The Division of Juvenile Services also made changes to further integrate the services provided to youth while in the corrections system. The Division of Juvenile Services is responsible for providing effective treatment services to delinquent youth while balancing the need for public safety. Assessment and classification is the cornerstone of this process, as every decision made is based on these outcomes. Accurate assessment is crucial to managing safe and effective youth offender movement. Recognizing this, the Division of Juvenile Services synthesized assessment and classification services across its system, integrating the expertise available at the Youth Correctional Center with community corrections staff in order to complete the assessment process.

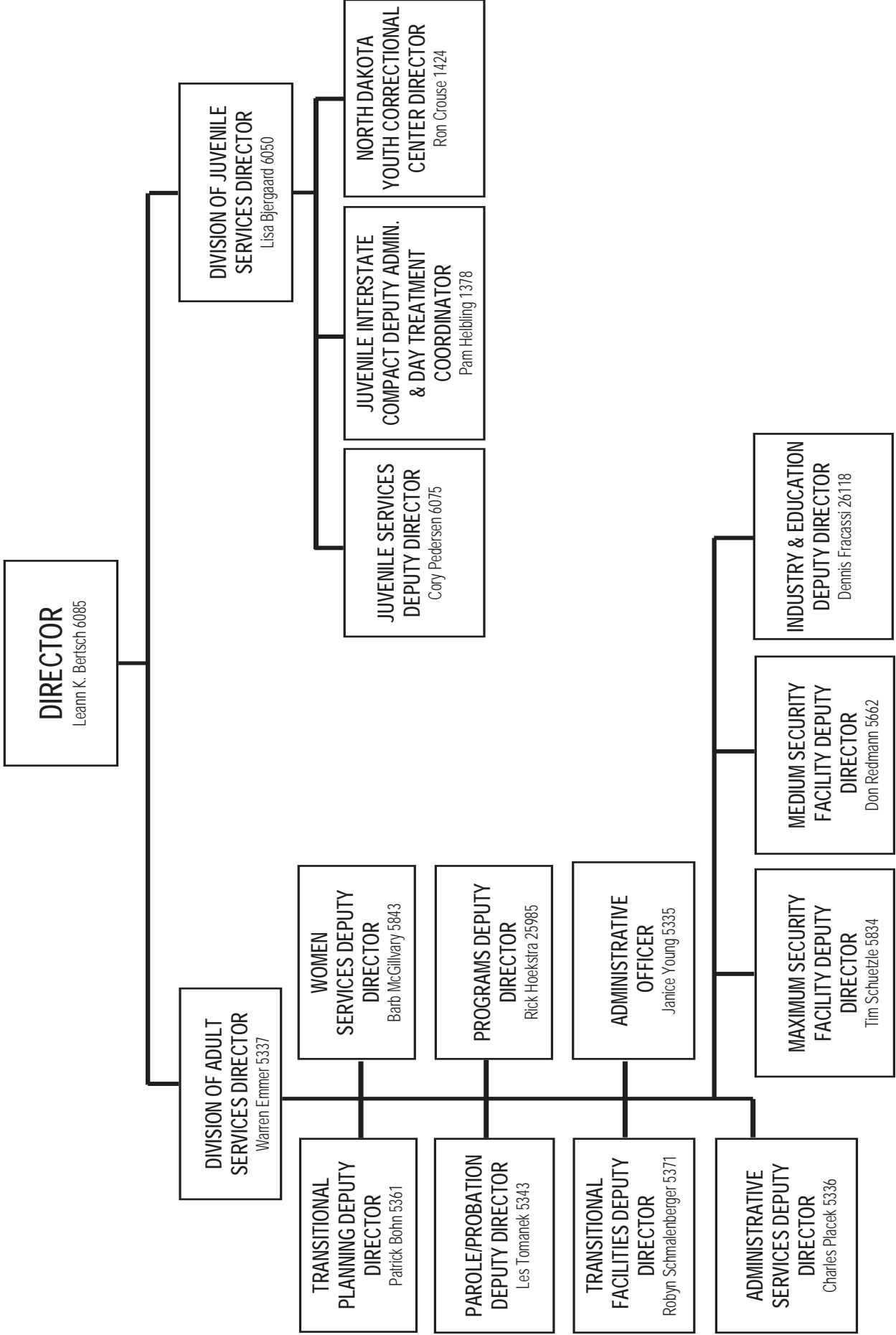
Collaborative Organization



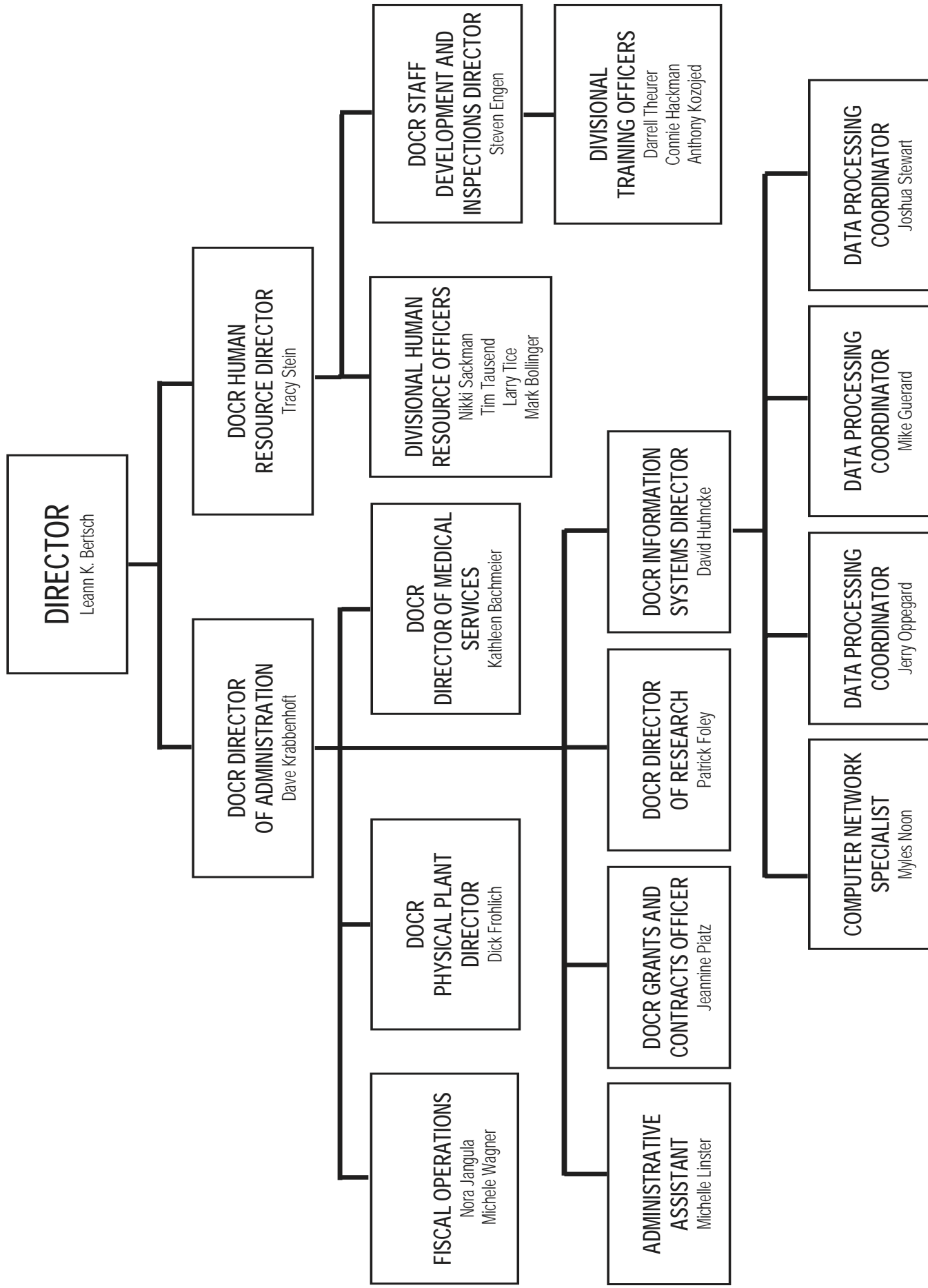
DOCR Organizational Chart



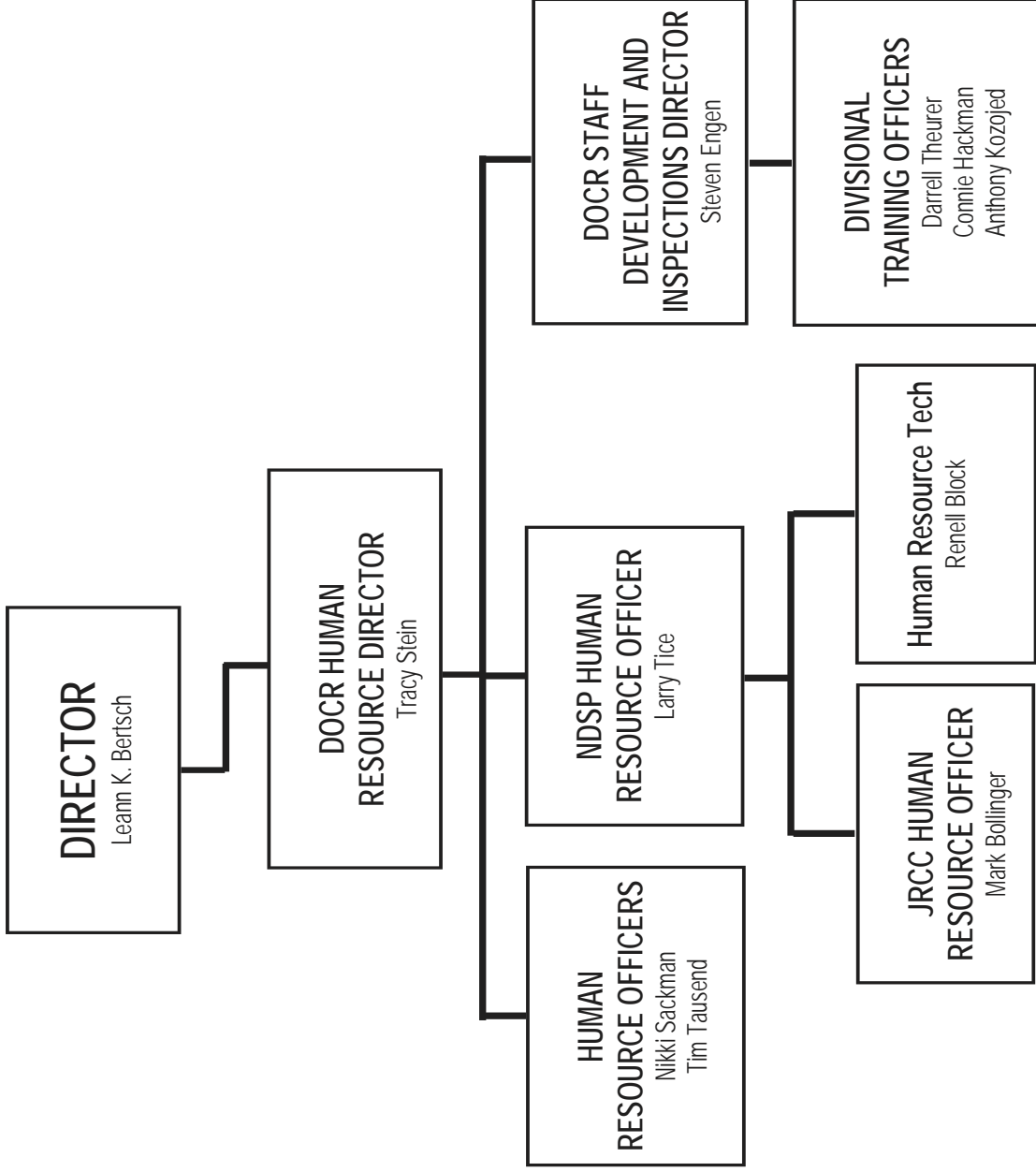
Adult/Juvenile Management Reporting Structure



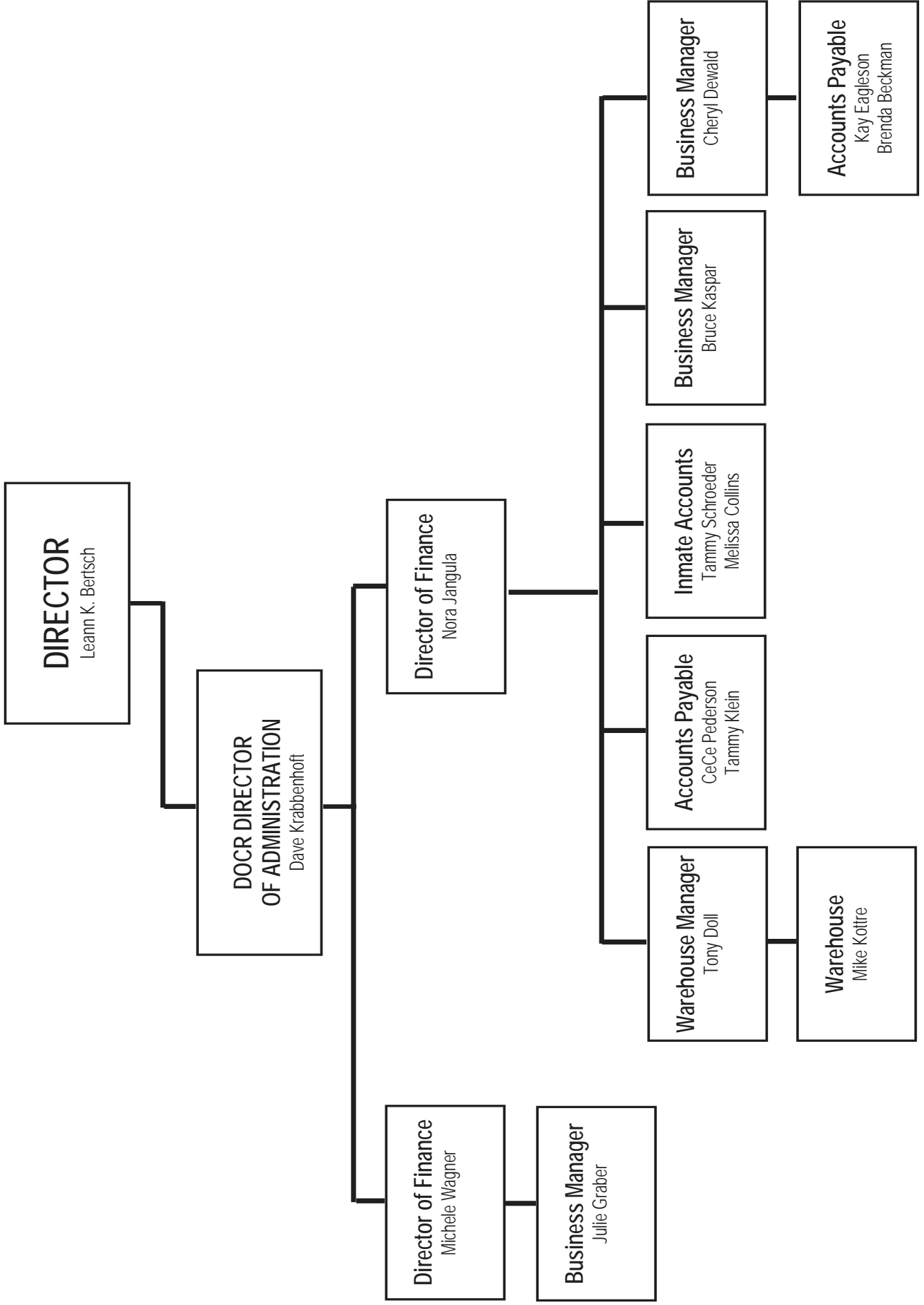
Central Office Reporting Structure



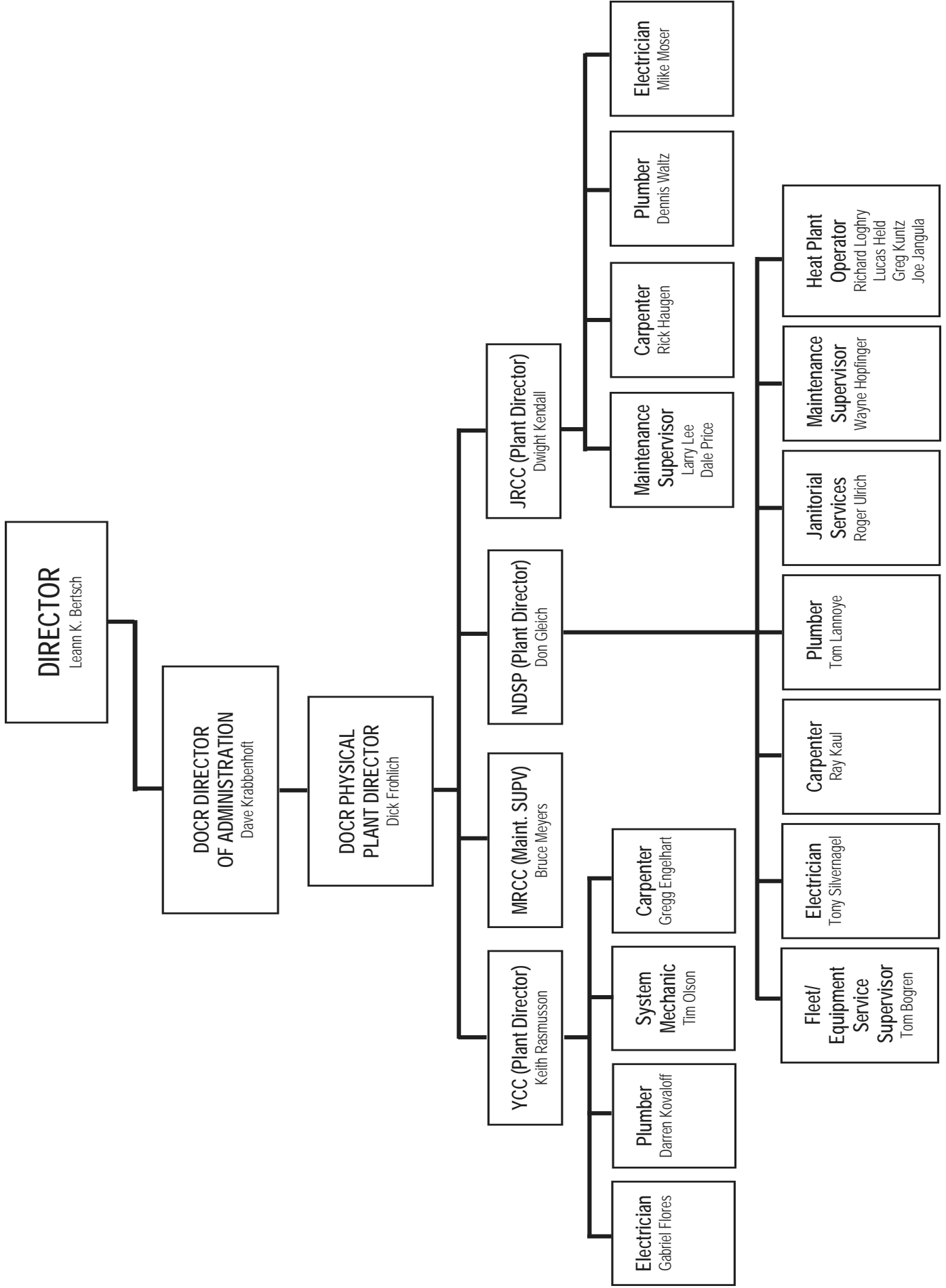
Human Resources Reporting Structure



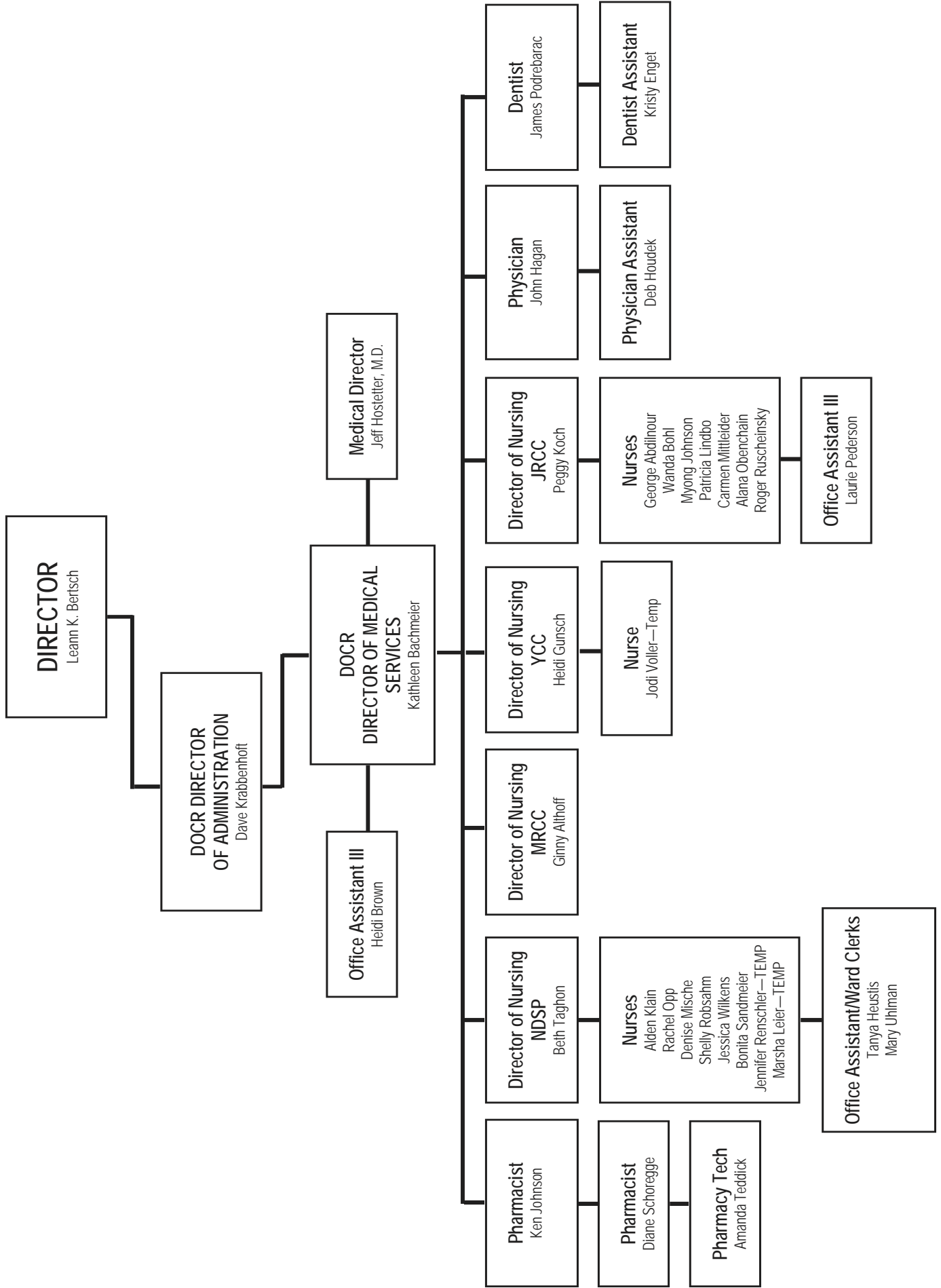
Business Office Reporting Structure



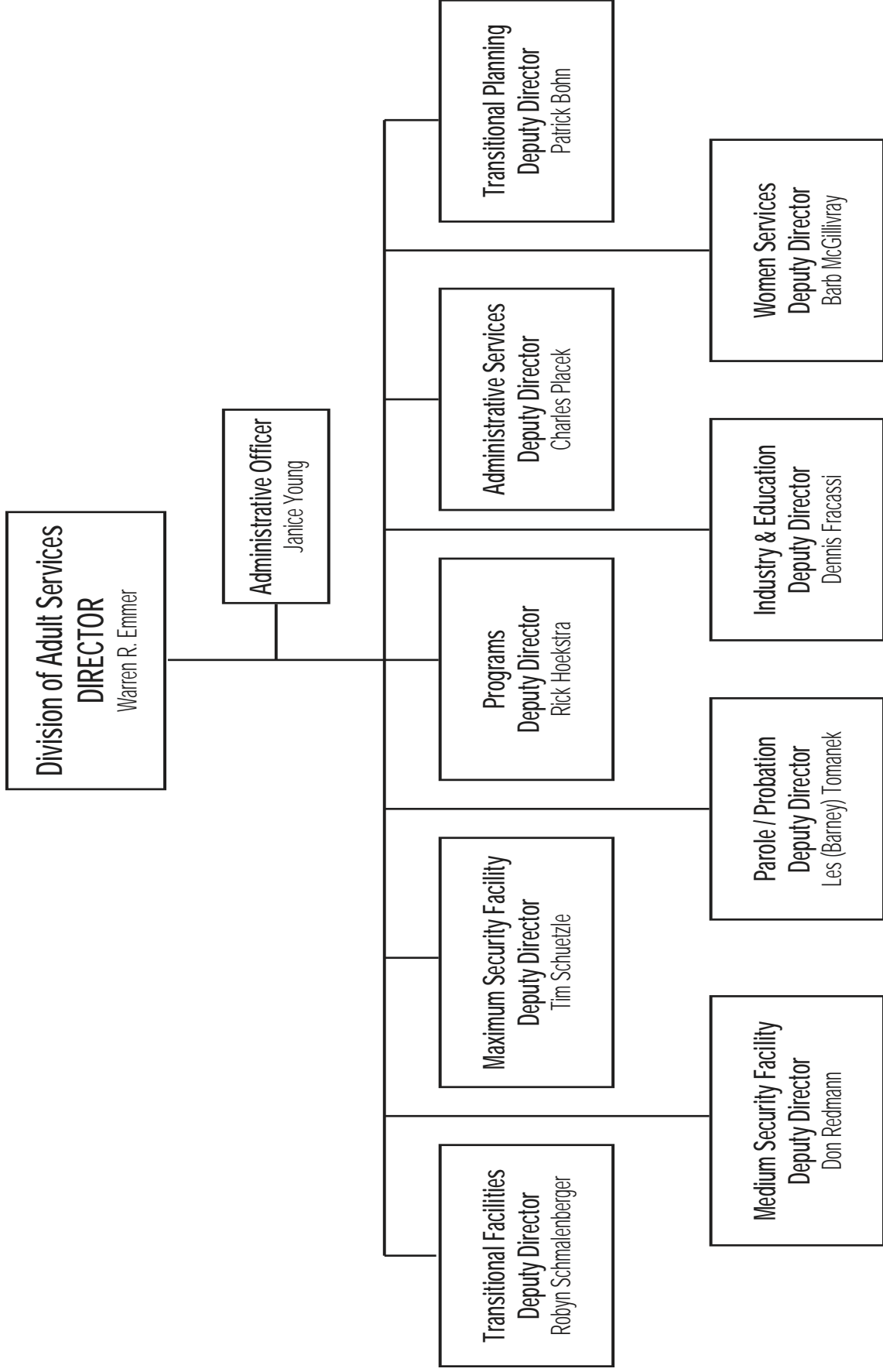
Plant Services Reporting Structure



Medical Department Reporting Structure



Division of Adult Services Organizational Chart



Administration

Central Office Administration includes a broad array of services crucial to the North Dakota Department of Corrections and Rehabilitation. It is responsible for the management of the following functional areas:

- Financial Services
- Research, Planning and Program Evaluation
- Medical Services
- Plant Services
- Information Technology Services

Prior to July 2007, assets associated with the above noted areas were managed at the divisional or facility level. This management strategy resulted in a fractured and inefficient use of department assets. As a result, the department's mentality evolved into that of a "strip mall". Resources were not being managed or utilized between the department's divisions and facilities. This "strip mall" mentality was changed in July 2007 with the reorganization of the department. The reorganization provided that the above-referenced functional areas would be centrally managed at the department level. By viewing and by managing these functional areas as department assets versus divisional or facility assets, many operational efficiencies have been gained. Resources, that prior to July 2007, were specific to a particular institution or division are now being managed and used by both the adult and juvenile divisions. This centrally managed structure serves North Dakota taxpayers well by ensuring the wise use of public funds through streamlining and improving operations of the Department of Corrections and Rehabilitation.

Financial Services

Besides the obvious, management of the department's \$157 million biennial budget, Financial Services' responsibilities also consist of accounting, budget, procurement, and grants and contract management. This division serves North Dakota taxpayers and the department by ensuring the accuracy, integrity and timeliness of the DOCR's financial information. Fiscal accountability, compliance with laws and regulations, and sound financial management are the guiding principles.

Financial Services' accounting responsibilities include the processing of all financial transactions, the maintenance of fixed asset inventory records, the preparation of monthly and year-end financial reports, the processing of employee



payroll, the maintenance of inmate / resident accounts, and the preparation of inmate / resident payroll. Budgeting responsibilities include preparation of the department's biennial budget request, presentation of the budget request to the Governor's Office, the Office of Management and Budget, and the Legislative Assembly, responding to budget-related legislative requests, preparation of fiscal notes during the legislative session, and monitoring of department's current budget status. Procurement is responsible for acquiring, in accordance with state law, the goods and services necessary to the operation of the department, and for preparing requests for proposals that are used to solicit and evaluate offers for goods and services. Grants and contract management is responsible for the development and oversight of all department contracts, and for the oversight of all federal grants.

2007 – 2009 Highlights

- General fund turnback totaled \$3.3 million
- Consolidated four separate business office operations into a combined adult services business office and a combined juvenile services business office
- Consolidated and established a single point of contact for grants and contract management
- Established a single point of contact for preparation and issuance of requests for proposals for services

Research, Planning and Program Evaluation

The research department is responsible for the coordination and oversight of the department's data collection and reporting efforts. Although the resources dedicated to the research department are limited (one FTE) much is accomplished. This is made possible through the coordination of contributions made by an untold number of department staff members.

In addition to providing collection and reporting services, the research department actively supports the public information officer issues, facilitates DOCR and other work groups strategic planning, manages the performance based management system data collection and reporting efforts, and responds to inquiries for aggregate data requests and individualized information requests for both internal and external uses.

2007 – 2009 Highlights

- Continued active participation in the Institutional Corrections Research Network, a National Institute of Corrections sponsored research practitioners group
- Completed a gap analysis study focused on high risk violent offender needs and services available to them

2005 - 2007 Biennium	Female (probation, parole, interstate compact)	Male (probation, parole, interstate compact)	Both Gender (probation, parole, interstate compact)
7/1/2005	1,120	3,169	4,412
6/30/2007	1,358	3,615	4,973
Average	1,245.88	3,391.25	4,694.98
2007 - 2009 Biennium	Female (probation, parole, interstate compact)	Male (probation, parole, interstate compact)	Both Gender (probation, parole, interstate compact)
7/1/2007	1,358	3,615	4,973
6/30/2009	1,242	3,609	4,851
Average	1,322.52	3,625.56	4,948.07

2005 - 2007 Biennium	Prison Female Total	Prison Male Total	Prison Both Gender Total
7/1/2005	149	1,212	1,361
6/30/2007	144	1,291	1,435
Average	157.11	1,248.15	1,405.26
2007 - 2009 Biennium	Prison Female Total	Prison Male Total	Prison Both Gender Total
7/1/2007	144	1,289	1,433
6/30/2009	168	1,270	1,438
Average	153.28	1,290.70	1,443.98

- Designed and implemented a detailed program evaluation process that is now required prior to implementation of new programs or significant changes made to existing programs
- Approved an internal research project; “Mental Health Differences and Concerns In a Juvenile Correctional Facility”
- Received approval for National Institute of Corrections technical assistance to build evaluation capacity with the department

Medical Services

DOCR Medical Services provides, at all four DOCR institutions, a community standard of health care for adult and juvenile offenders in the care and custody of the department. Services are provided by primary care physician services, pharmacy, nursing, and dentistry.

The medical department located at the North Dakota State Penitentiary provides reception and receiving medical evaluations to all adult male offenders entering the prison system, provides medical stabilization of adult male new arrivals, and provides routine on-going and emergent medical and dental care to offenders housed at the State Penitentiary. Telemedicine clinics for infectious disease and primary care are hosted and conducted at the State Penitentiary between all DOCR adult facilities. The State Penitentiary medical department maintains and operates a five bed infirmary providing skilled nursing care.

The James River Correctional Center not only provides primary and emergent medical and dental care to medium security adult male inmates, but also operates a full range of outpatient clinics and a five bed infirmary. The special assistance unit, located at James River Correctional Center, provides psychiatric and medical care to adult male offenders with mental health or behavioral needs in a correctional therapeutic environment.

The medical presence at the Missouri River Correctional Center consists of a full-time registered nurse providing out-patient medical care, and a twice weekly primary care clinic staffed by a physician assistant. Medical care is provided to minimum security adult male offenders.

The Youth Correctional Center provides primary and emergent medical and dental care to juveniles in its residence. The Youth Correctional Center medical department is staffed by two full-time registered nurses and a physician assistant. Medical care is provided to both male and female juveniles in residence.



2007 – 2009 Highlights

- Began implementation of a department-wide comprehensive electronic medical record application
- Implemented a centralized pharmacy, located at the North Dakota State Penitentiary, which serves all DOCR facilities and the female inmate contract facility Dakota Womens Correctional Center
- Developed and initiated H1N1 and flu preparations in all DOCR facilities
- Vaccinated 222 adult offenders for Hepatitis A and B
- Tested 264 male offenders for Hepatitis C
- Developed and implemented offender classes regarding prevention and spread of MRSA infections
- Developed and implemented a more economical hepatitis C treatment protocol using consensus interferon. This treatment modality has also shown very positive results and outcomes. Treatment results have been accepted for publication in the American Journal of Public Health.



Plant Services

DOCR Plant Services provides maintenance and building programs at all DOCR owned correctional facilities. Those facilities are as follows:

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

Each of the above facilities is a different size with a distinct mission. Each facility is operated at a specific security level which leads to complex and unique building maintenance and programming needs. Plant Services is continually researching ways to improve security and safety, energy efficiency, and quality of life within the buildings it manages. Not only does Plant Services provide effective and efficient management of the DOCR facilities, it also acts as a resource in determining the long-term building and infrastructure needs of the department.



2007 – 2009 Highlights

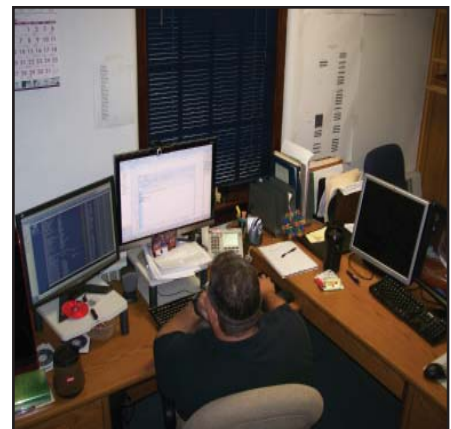
- Played a key role in working with the Legislative Council and the Criminal Justice Institute in completing a facility review of the North Dakota State Penitentiary and the Missouri River Correctional Center. This facility review was the basis for executive and legislative approval of the \$64 million North Dakota State Penitentiary building project scheduled to begin in the 2009 – 2011 biennium.

- Completed a 10 year capital project and extraordinary repair master plan for all four DOCR facilities
- Completed perimeter security and surveillance upgrades at North Dakota State Penitentiary
- Increased energy efficiency and addressed safety concerns through improvements to the North Dakota State Penitentiary power plant
- Installed a secondary water loop at the North Dakota State Penitentiary to address vulnerability issues in the water distribution system
- Completed a comprehensive asbestos survey of all James River Correctional Center buildings and utility tunnels
- Installed a fire suppression system in the James River Correctional Center food services building
- Completed installation of security ceiling panels in James River Correctional Center inmate housing areas
- Replaced antiquated equipment in James River Correctional Center laundry
- Improved Missouri River Correctional Center geothermal heating and air conditioning system
- Completed roofing projects at the Youth Correctional Center – Vocational Education Building and Brown Cottage
- Designed and installed phase I of Youth Correctional Center campus-wide outdoor camera surveillance system
- Completed Youth Correctional Center swimming pool filtration system retrofit



Information Technology Services

Information Technology Services not only provides the department with leadership, strategic direction, and expertise in the development, deployment, and use of software applications but is also responsible for the administration of the department's the large and complex information technology infrastructure. The focus of this division is to provide the department with the means to effective and efficient access and use of information. Much of the technology used by the department today was developed in-house, resulting in relevant cost effective applications. Access to and sharing of information is key to ensuring public safety. Technology employed by the department makes it possible for not only the department but for state and federal law enforcement agencies to have immediate access to department information critical to public safety. Information Technology Services strives to provide cost effective solutions to data management.



2007 – 2009 Highlights

- Implementation of FileNet – a centralized document management system which will enable the move from a paper-based system to electronic digital media system



- Designed and implemented an interface between DOCSTARS and FileNet
- Redesigned and deployed a new department website
- Managed all technological aspects of the deployment of the department's comprehensive electronic medical record application.
- Administered an interface between DOCSTARS and a private collection agency that will allow the department to be proactive in resolving unpaid debt issues with adult offenders
- Effectively administered the physical infrastructure of a network of over 600 personal computers.
- Deployed in excess of 300 hundred replacement personal computers

**DEPARTMENT OF CORRECTIONS AND REHABILITATION
SCHEDULE OF EXPENDITURES
FOR THE BIENNIUM ENDED JUNE 30, 2009**

<u>DESCRIPTION</u>	<u>AMOUNT</u>
Division of Juvenile Services	
Division Administration	\$637,281
Juvenile Community Services	7,014,268
Youth Correctional Center	10,528,874
Department Administration - Central Office	3,897,940
Total Division of Juvenile Services	\$22,078,363
Division of Adult Services	
Divison Administration	\$5,269,054
Parole and Probation	15,152,717
Transitional Planning	751,030
Maximum Security Institution	19,586,414
Medium Security Instituiton	17,743,462
Transitional Facilities	20,000,320
Treatment Services	4,447,684
Industries and Education	10,607,909
Women's Services	7,944,474
Department Administration - Central Office	25,434,189
Total Division of Adult Services	\$126,937,253
Total Department of Corrections and Rehabilitation	\$149,015,616
General Funds	128,371,976
Federal Funds	7,493,416
Special Funds	13,150,224

Human Resources

The Department of Corrections and Rehabilitation (DOCR) Human Resources Division is responsible for oversight, development and management of human resource functions within the DOCR. It is also responsible for enforcing State and Federal personnel regulations within the DOCR. The Human Resources Division assists managers and personnel within the DOCR in accomplishing its goals as part of a strategic plan and consults with personnel on proper personnel procedures. In the 2007-2009 biennium the DOCR had approximately 711.29 FTE (full time equivalent) regular positions and averaged 679 employees in over 90 different classified position titles.



In July 2007, Human Resource (also known as “HR”) processes within the DOCR were centralized. All HR staff and Staff Development/Training personnel were assigned to the DOCR Central Office. The HR Director assumed overall management of HR and Staff Development sections. A Training Director position was established with oversight of staff training while reporting directly to the HR Director.

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

Accomplishments:

1. In July 2007, the DOCR disbursed a \$1.5 million salary equity pool granted by the 2007 legislature to personnel within the DOCR. Employees received an average of 2.4% in equity money towards their monthly salary. In the spring of 2008, HR personnel prepared a budget proposal for the 2009-2010 biennium for a 4.5 million salary equity adjustment for the DOCR.
2. The DOCR established a Public Information Officer (PIO) out of an existing HR Officer position. Along with the position's normal HR duties, the PIO is responsible for notifying and relaying information to various media sources and collateral agencies on accomplishments and events occurring within the DOCR. The PIO is the main contact for media on information or specific events occurring within the DOCR.
3. HR personnel continued to develop strategies for recruiting

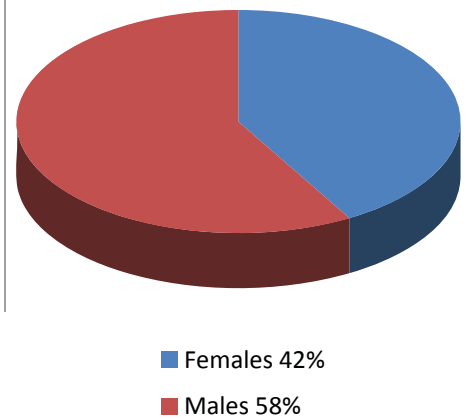
personnel in various positions within the DOCR. Those strategies included providing internship placement programs for students from various North Dakota Universities in several of the various job classifications. In the spring of 2009, HR Personnel presented information on a paid internship program in the correctional officer classification to various North Dakota University Teacher Advisors. The intent was to recruit at least four student interns for placement into four correctional officer intern positions within the North Dakota State Penitentiary (NDSP) located in Bismarck, ND. With the assistance of the University Advisors, HR personnel conducted presentations to students, generally in criminal justice classes, on correctional topics associated with the ND DOCR. HR personnel were able to recruit thirteen applicants for the four intern correctional officer positions. Four were selected by a competitive interview process and were placed on shifts within NDSP after an extensive training period.

4. Recruiting efforts continued throughout the 07-09 biennium with HR personnel and other DOCR staff, which included attending various career fairs in the state of North Dakota. There were a couple of vacated positions that were considered hard to fill. These positions were in the Parole and Probation Division within district offices located in rural communities. DOCR personnel spent extensive time recruiting qualified applicants that resided in those communities and were successful in one of those areas located in Rugby, ND. Recruiting and retaining personnel for work in the correctional field is a constant task and HR personnel continue to strive for new ways of employing personnel to fill positions. The DOCR used various websites for recruiting personnel from outside the state of North Dakota and has upgraded its Internet website to include vacated position announcements. The DOCR used local radio stations in 2008 for recruiting correctional officers by broadcasting those open position over the radio.

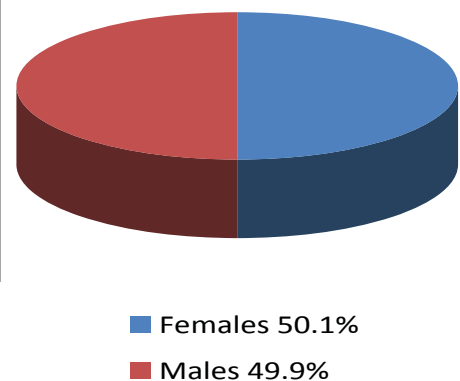
5. During 2007 through 2008, the Division of Adult Services relied on numerous temporary correctional officer positions to fill the work shifts within the prison facilities. The turnover rate for those officers was 125%. In the fall of 2008, management decided to pay for the family medical premiums for those positions and the turnover rate fell drastically. From September 2008 through June 2009, very few temporary correctional officer positions were vacated.

6. HR personnel have been active in making changes to various position classifications to meet the needs of the DOCR and its strategic plan. Managers and HR personnel presented classification changes to Human Resource Management Services (HRMS) that included development of a Deputy Director I, II, and III. The intent on this class change was to incorporate current positions classified as Program Managers, Warden, and certain employees in the Unit Manager Classification into their own classified group in order to meet the management

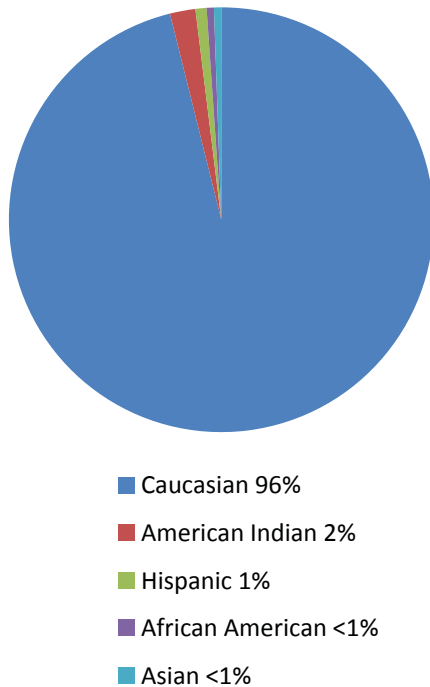
Workforce Profile of DOCR by Sex



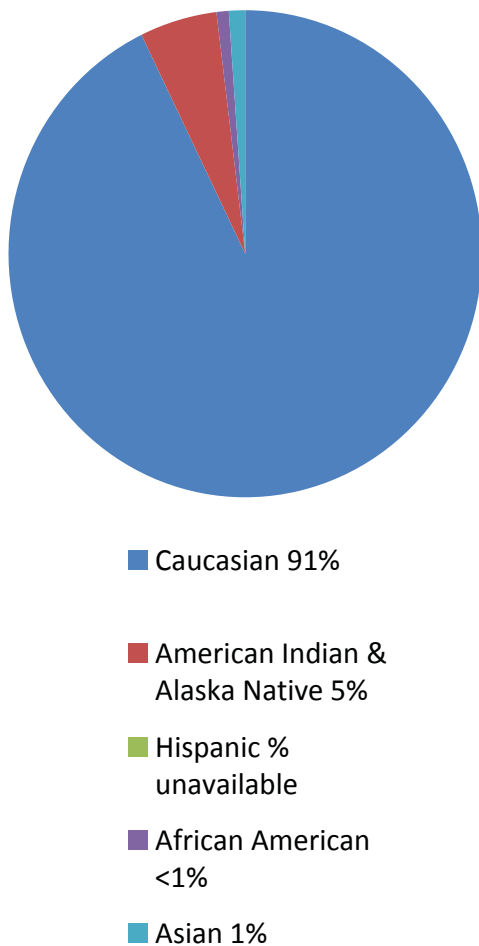
Workforce Profile of ND by Sex



Workforce Profile of DOCR by Race



Workforce Profile of ND by Race



structure needs of the DOCR. At the time this article was printed, the development of the Deputy Director classification was still pending. A Director of Correctional Rehabilitation Programs classification was developed to supervise the treatment programs within the DOCR. Changes were made to the Community Correctional Agent classification that was generally used only by Parole and Probation. The modifications included changing the class title to Corrections Agent and the scope of duties broadened in an attempt to encompass other positions within the DOCR. Adjustments were made in the Unit Manager, Correctional Case Manager, Pharmacist, Security Officer, Correctional Caseworker, and Director of Prisons/Warden classifications. Classification titles were changed in the following classes: Director of Health/Nursing Services to Director of Medical Services and Juvenile Corrections Regional Manager to Deputy Director, Division of Juvenile Services. A Correctional Supervisor classification was developed for use by the prison to incorporate the midlevel managers that supervise correctional officers.

7. Throughout the 2007-2009 biennium, HR personnel assisted the Training Division in presenting training courses on HR related topics to personnel within the DOCR. The training curriculum was part of a tiered management training package developed by the Training Division. Other portions of the management training package for staff were a completion of a three day HRMS Supervisor Training Course and a two week Mastering Leadership curriculum. The purpose of the management training package was to prepare employees for higher levels of responsibility and assist the DOCR in succession planning in filling positions as tenured management personnel retire.

8. Some HR personnel were active in updating the DOCR's Living Disaster Recovery Program System (LDRPS) better known as the DOCR's emergency operations plan. Updating the information is an ongoing process and personnel were continually attending training sessions on LDRPS to further enhance the DOCR emergency plan in the event a disaster occurs.

9. HR personnel updated many DOCR job descriptions that included a process of completion of a job duty analysis for each position. From the analysis, essential job duties were identified and listed on the job description. The listing of the essential functions for a position was necessary in order to comply with the American Disability Act requirements.

10. The DOCR recognized filling nursing positions was becoming difficult due to the competition from other private and public entities in retaining and hiring nurses. HR personnel conducted a market salary study of nurses' salaries within North Dakota and pay adjustments were made to nurses working within the DOCR based on information obtained from the analysis.

Trends:

The DOCR will enhance its recruiting efforts in order to place correctional personnel in district offices located throughout the state of North Dakota within Parole and Probation and Division of Juvenile Services. A challenge is finding qualified personnel to fill professional positions in our rural offices in order to maintain public safety. Other hard to fill positions include addiction counselors and nurses. Incentives such as hiring bonuses and additional pay will be required in order to fill positions in those two classifications. The DOCR will continue to look at ways of improving its continuing education programs whereby it may have to increase employer paid tuition rates for employees that are completing their college degrees. Human Resources will continue to improve public relations campaigns with various University Systems and other private higher educational facilities in North Dakota, in attempting to recruit qualified applicants to fill vacated positions. As DOCR managers reach retirement age, the Staff Development Division will continue to internally train staff to fill those positions as part of a DOCR succession planning process. Other trends include allowing personnel to complete various mandatory training requirements from the convenience of their own home with on-line training curriculums. The DOCR may have to modify its current flexibility regarding work schedules, including the possibility of allowing virtual office capabilities in some professional positions.

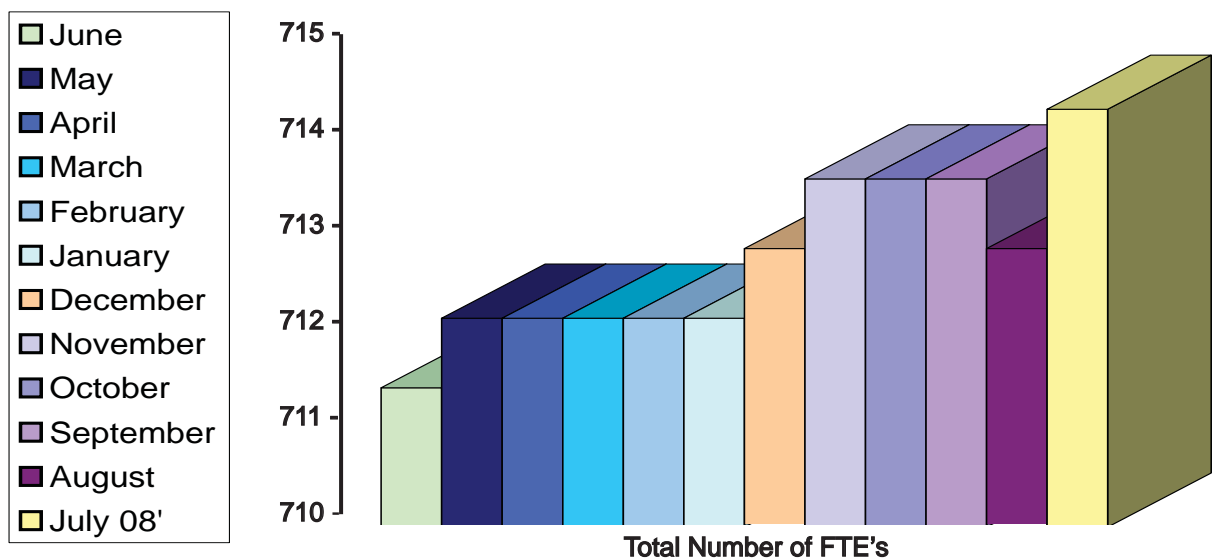
Human Resources and Staff Development Goals for the Future:

HR continues to work with DOCR Managers and HRMS in the development of a three stage Correctional Program Administrator classification. The possibility of establishing this type of classification will allow the DOCR to combine several current position classifications into one and will streamline the mid management level of the DOCR. Another goal is to establish a correctional based classification that will combine the nursing positions and treatment positions into one specific class for ease of operations. HR personnel will improve its recruiting efforts with Information Technology through the DOCR websites. A future need is to allow applicants the ability to apply online for vacant positions through the DOCR website. HR personnel will coordinate with the ND University System in promoting the DOCR by conducting informational training sessions in various college classroom sessions. An attempt will be made to develop an employee mentoring program with the assistance of Bismarck State College in an effort to prepare personnel for the future staffing needs of the DOCR. HR personnel will enhance the DOCR intern program and attempt to coordinate paid internships for students throughout the DOCR to work in various levels within the department.



Human Resources Operations:

- Administer the addition of 24 FTE positions to the DOCR that included moving 21 temporary status employees to authorized positions.
- HR personnel compiled information on employee salaries for presentation on a DOCR equity package for the 2009 Legislative Session.
- Implemented changes to several position classifications to meet the needs of the DOCR and coordinated those changes with HRMS for their approval.
- Improved the continuing education policies for the DOCR with assisting in the development of the GATE program which allows financial assistance to DOCR personnel in the completion of their two year college degree program. HR personnel established a paid correctional officer intern program eligible for college students to assist the DOCR in filling work shifts within NDSP to replace permanent staff taking annual leave in the summer of 2009.
- HR and Training personnel established contacts with the University of Mary in the development of a correctional based college degree training course which will assist DOCR personnel in obtaining a degree specific to corrections. Training personnel developed a career day for DOCR personnel where various ND University's representatives set up informational booths allowing DOCR staff access to information about educational opportunities.
- HR personnel prepared and processed 249 position classification/reclassifications requests. HR assisted in the internal process promoting 199 personnel employed with the DOCR.
- The DOCR hired 202 employees in authorized and temporary positions in many job categories used within the DOCR.
- HR personnel conducted training on HR procedures for personnel enrolled in the management training program offered by the Training Division with the DOCR.



Staff Development & Facility Inspections

Staff Development and Facility Inspections is a portion of the DOCR Human Resources Division and the Director of Staff Development and Facility Inspections reports to the DOCR Director of Human Resources. Staff Development and Facility Inspections consists of three FTE's and one Training/ Human Resources staff. In addition, 80 staff within the DOCR provide training in all correctional disciplines. These staff have completed instructor level training and are subject matter experts in their respective areas. Staff Development and Facility Inspections is responsible for facilitating, delivery, and oversight of all training within and by the DOCR, including adult, juvenile, field and institution.

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

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

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



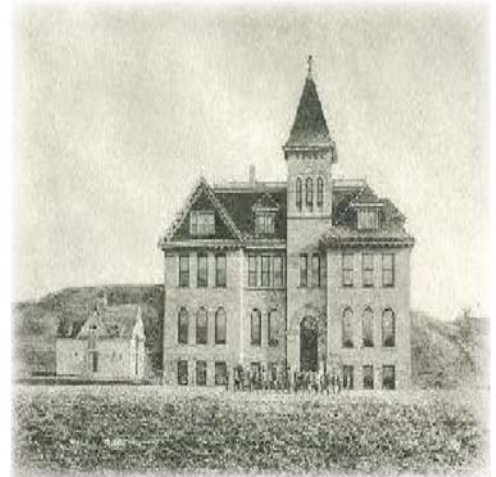


- Dramatically enhance the training experience within the DOCR by providing established subject matter experts the skills needed to professionally deliver training products;
- Development of a progressive continuing education program;
- Development of a DOCR Mentoring program;
- Development of a four-tier Staff Management Training Program;
- Established a Correctional Management degree program with the Bureau of Federal Prisons, the National Institute of Corrections;
- The DOCR recorded 21,500 training hours from July 1, 2007, to June 30, 2009;
- Transitioned from the Division of Juvenile Services, James River Correctional Center, and the North Dakota State Penitentiary Training and Accreditation Department to the DOCR Staff Development and Inspections Department;
- Since July 1, 2007, the DOCR has worked closely with the North Dakota State Hospital staff in determining the training needs for the staff working in the Secure Ward which houses the Civil Commitment residents, we have prepared, organized and conducted a 24 hour security training program for this group of staff;
- Provided orientation training for 700 volunteers, contractors, or part-time staff;
- Coordinated official ACA Audit for the North Dakota State Penitentiary and the Missouri River Correctional Center resulting in the highest compliance score since our first audit in 1991; and
- The DOCR Staff Development and Facility Inspection Department is committed to providing assistance to the DOCR TPCI. By providing quality instructors to this initiative the goals of the DOCR Division of Adult Services will be achieved.

Juvenile Services

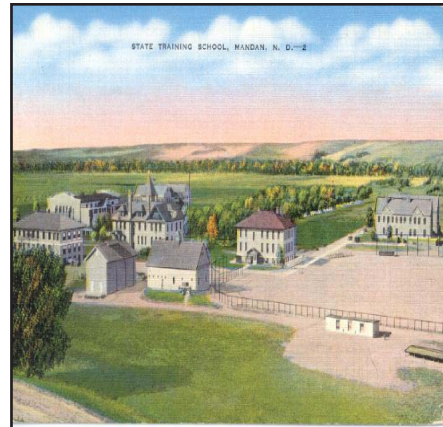
Brief History

- **1888** While North Dakota was a territory, an arrangement with South Dakota authorities allowed for delinquent youth committed by the courts of North Dakota to be housed at the state reform school in Plankinton.
- **1890** The North Dakota Legislature appointed a board of trustees to locate and acquire a suitable site at Mandan for the North Dakota reform school.
- **1903** The North Dakota State Reform School was officially opened in May, and 21 boys and 3 girls were transported to the Mandan site that continues in operation today.
- **1920** State Reform School became the State Training School, following considerable advocacy on the part of Reform School officials who argued that “the boys and girls committed to the school have been made what they are by circumstances over which they have had very little control. There is no possible excuse for fastening upon them the stigma of the name ‘Reform School’ to follow them all of their lives.”
- **1961** The State Training School became the State Industrial School in 1961, and reported to the office of the Director of Institutions.
- **1969** The State Youth Authority was created to take custody of delinquent and unruly youth. The State Youth Authority was organized within the Department of Human Services, the thought being that youth often needed diagnostic evaluations in order to insure proper placement.
- **1986** A study by the Children and Adolescents at Risk Commission (CAAR) and the Ehrenkranz Group suggested the creation of a coordinated youth corrections system designed to meet the needs of the delinquent and unruly population.





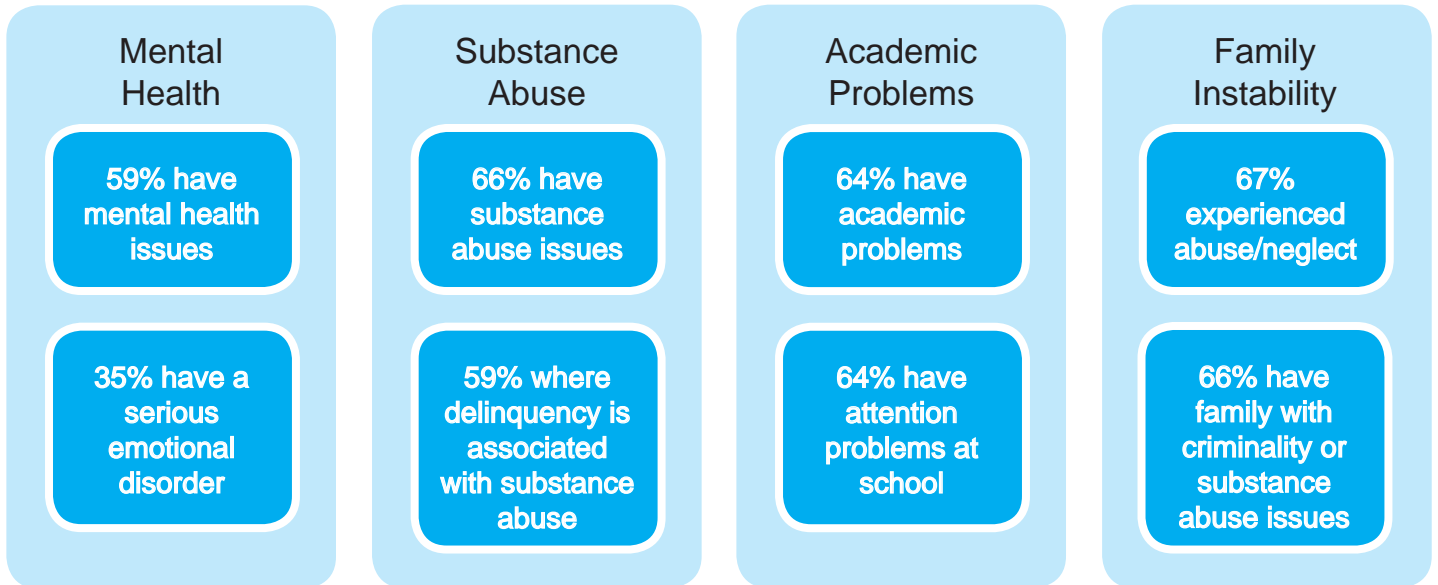
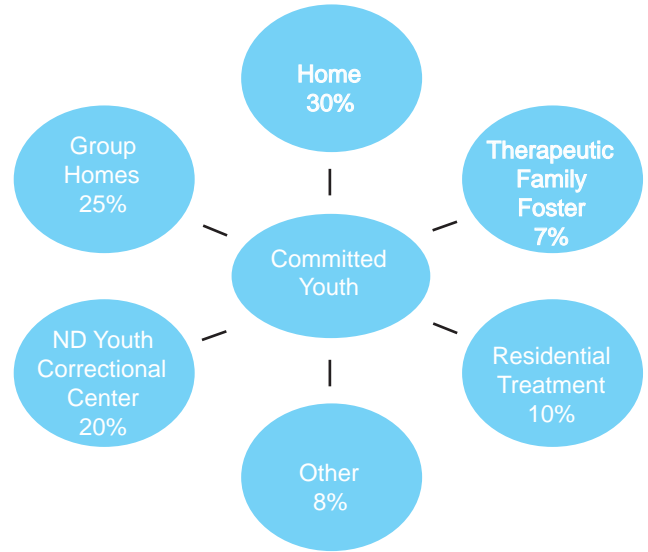
- **1987** The Division of Juvenile Services (DJS) began a two year phased deployment during which time community based correctional services were provided in four regions of the state.
- **1989** The State Industrial School and the State Youth Authority were rolled into the newly created North Dakota Department of Corrections and Rehabilitation, and collectively became the Division of Juvenile Services. Community based correctional services were expanded statewide.
- **1995** The State Industrial School was renamed the North Dakota Youth Correctional Center in 1995.



“Balancing the principles of least restrictive, most appropriate placement with the need for insuring public safety”

System Overview

- 1,008 youth received services through the DJS correctionssystemduringthebiennium(7/1/07-6/30/09). Of these, 718 youth received custodial services, 267 youth received detention services, and 23 youth received services at the correctional institution outside of agency custody via placement by a tribal agency.
- The average length of commitment to DJS is 18 months; on any given day approximately 344 youth are under custody, placed somewhere along the services continuum. Placement decisions are made regarding the level of care by balancing the principles of least restrictive, most appropriate placement with the need for insuring public safety.
- DJS uses a comprehensive risk/needs assessment process for juveniles committed to their custody. It is a standardized, research-based approach to assessment and case planning for juvenile offenders, linking risk/need factors to proven treatment strategies. Assessment data indicates juveniles in the corrections system have multiple treatment issues:



Accomplishing the Mission

DJS has integrated community and institutional services to improve intake, assessment and case planning for each youth under custody. Over the last biennium:

- 100% of youth had an individualized treatment plan that addressed both criminogenic risks and dynamic needs
- 59% of youth have received mental health services; staff remain certified in the “wraparound” process, a method of case planning for children with serious mental health needs

- 75 % of youth completed drug and/or alcohol services
- 30 % of youth achieved their high school diploma or GED, and 98% have increased at least one grade level
- 85 % completed cognitive behavioral group and anger management; with 79% showing an increase in their cognitive reasoning
- DJS has one of the lowest recidivism rates in the nation with an average rate of 14%

The goals of the Division of Juvenile Services are to reduce risk: criminogenic risk to the community and risk of harm to self. This occurs through identifying and targeting relevant issues, providing appropriate services, and building the capacity for youth to make better choices, creating brighter futures.

Operational Overview

The Division of Juvenile Services (DJS) provides intensive case management for youth committed to the agency's care, custody and control. Juvenile Courts operating within the District Courts are able to transfer custody to DJS as a disposition option for delinquent youth. Once committed, youth go through a thorough assessment process in order for the agency to make informed decisions related to services and placement. The assessment is conducted at the Youth Assessment Center, located on the ND Youth Correctional Center campus. The assessment period concludes with a staffing to discuss the assessment findings and present the Treatment and Rehabilitation Plan. This plan is submitted to the committing court and a progress report follows every 90 days.

Each youth under agency custody is assigned to a Juvenile Corrections Specialist (JCS). The JCS will supervise the case and work 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. Over the course of their treatment, youth might make 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.

Youth Assessment Process

Youth committed to the DJS will initially go through a 14-21 day assessment period at the Youth Assessment Center. The assessment center provides a centralized point for processing, evaluation, and referral. Staff use a number of tools for assessment in order to develop a comprehensive treatment plan that best links the juvenile to services and interventions that will provide them the treatment, skills and competencies to live a crime-free life.

Goals of the Assessment Center:

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

Suicide Risk Assessment

- Questionnaire conducted to determine the level of risk related to self-injury or suicide

Massachusetts Youth Screening Inventory

- Screening instrument designed to identify potential mental health needs, using a combination of mental, emotional, and behavioral dimensions

Compas Risk Assessment

- Comprehensive risk/needs and case planning instrument that effectively links research-based principles of criminogenic risk assessment of proven intervention strategies

School Testing

- Test of Adult Basic Education (academic-based testing) and Peabody Picture Vocabulary (intellectual-based testing)

Community-Based Correctional Services

Case Management

Community-based services operate through eight regional offices across the state. The 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 under custody. In order to individualize treatment planning, it is critical that staff have a range of placement services from which to choose. DJS, together with other state agencies, private providers, and local entities have collaborated time, talent, and funding in order to build a basic continuum of services. These collaborative efforts cannot be underestimated in their significance to the system as a whole. The placement continuum spans from remaining in the parental home, to family foster care homes, and residential foster care facilities, to the North Dakota Youth Correctional Center. The JCS makes a minimum of two contacts per month with youth who are under supervision in the community. Contacts may be increased/decreased depending on the needs and progress of the individual youth. Youth who are placed in the foster care system, including psychiatric residential treatment facility placement, are seen a minimum of once per month. Any youth who are placed at the Youth Correctional Center are also visited by their JCS on a monthly basis. When a youth is in the community, Tracking Services may be used. Tracking is a program which pairs youth with an adult mentor (termed "tracker"). The tracking mentor helps the youth work toward more positive behavior and assists with vocational, living and social skills. Tracking mentors provide the additional supervision need to keep youth from being placed out of their home.



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

The agency's philosophy is that case supervision should maintain connection to the home community as much as possible, and if placed out of the home, successful community reentry should remain the focus for the duration of the court order.



Therapeutic Approach

Several community-based services with a therapeutic approach are utilized to enable youth to stay in their home community and avoid out-of-home placement. Intensive In-Home Services uses high quality professionals to provide family-based services that will strengthen the family unit and promote self-sufficiency. The program has been viewed positively by families and has a high success ratio based on the prevention of out-of-home placements and/or further involvement with the juvenile justice system.

Day Treatment Programming provides school-based treatment for students who are at-risk of out-of-home placement or more restrictive placement because of their behaviors. The program provides assessment, counseling, anger management, social skillstraining, behavior management, and academic remediation.



Cognitive Restructuring

DJS trains its entire staff to deliver a cognitive restructuring program termed the EQUIP Program, which teaches youth to think and act responsibly through a peer-helping approach. In doing so, all staff address behaviors, attitudes, and social skill challenges and opportunities in a similar manner. Many of the private residential providers who work with corrections youth have adopted EQUIP as well, unifying and streamlining the service delivery system. EQUIP is a three-part intervention method for working with antisocial or behavior disordered adolescents. The approach includes training in moral judgment, anger management/correction of thinking errors, and prosocial skills. Youth involved in the EQUIP training program participate in two types of group sessions - Equipment Meetings (in which the leader teaches specific skills) and Mutual Help Meetings (in which the leader coaches students as they use the skills they've learned to help each other).

Facility-Based Correctional Services: ND Youth Correctional Center

The North Dakota Youth Correctional Center (YCC) consists of four cottages that house juveniles. Each cottage is staffed with a cottage director and a team of counselors who are responsible for the activities,



treatment and behavioral management of the juveniles. Youth are placed at the facility primarily for treatment purposes, which requires considerable programming in order to sufficiently develop the behavioral controls necessary for them to be released to a lesser level of care. Youth can also be placed for “time-out”, which provides a brief period of time for youth to regroup themselves and recommit themselves to their treatment goals. This is for those youth who are in the community or group home setting and their behavior has deteriorated to the degree that their placement is jeopardized. As YCC also serves as a licensed juvenile detention facility for surrounding counties, youth can be placed at the facility by law enforcement or the courts to be held in detention on a pre-adjudicatory basis. These youth are housed separately from the general correctional population.

YCC Treatment Programs

The treatment programs at YCC focus on criminal attitudes and behaviors with an additional emphasis on recovery and transition issues. The approach is holistic and includes a variety of disciplines to assist youth with issues of substance abuse, criminal thoughts and behavior, stress and violence, lifestyle (work, leisure, and health), and spirituality. Below is the number of youth served under the various treatment programs during the biennium:

EQUIP (Cognitive Restructuring)	500
Drug and Alcohol Programming	103
Drug and Alcohol Family Workshops	36
Security Threat Group	24
Victim Impact Program	80
Pre-Treatment Sexual Offender	8
Grief/Loss (Growing through Loss)	24
Special Management Program	25
Roger Sorenson Challenge TREK	28
Circle of Courage Ropes Course	86
Mental Health Session	1018
Spirituality Sessions (average/month)	54
Native American Programming	200

The composition of these programs allow for integration of learned concepts into applied behavior. Staff works together to assess progress, address behaviors, and solicit change. Significant focus is maintained on how behavior impacts others.

Juveniles at YCC are prepared to return to a less restrictive placement in their communities with the skills to choose more appropriate behavior.

A TYPICAL YCC INTAKE STUDENT

Kevin was adjudicated delinquent in Juvenile Court on charges of Disorderly Conduct, Assault, Criminal Trespass, Truancy and Possession of Marijuana. Legal care, custody and control was given to the Division of Juvenile Services. Kevin completed a 21-day assessment, at which point it was recommended that Kevin remain at YCC for treatment programming. During the 8 ½ months that Kevin was at YCC he met with staff weekly to work on goals, he met monthly with Psychologists, he learned respect and he earned trust. Kevin completed the EQUIP program, Intensive Outpatient Drug and Alcohol Programming, Victim Impact Programming and earned his high school diploma. YCC gave Kevin the chance to tell someone all of his problems and let them help him work through them. At first, Kevin didn't want to participate; he thought it was really stupid. The changes came slowly. The program changed his life. Kevin was reunited with his parents in 2008. It had been a long time and family relationships were strained. Naturally, he was more nervous than happy. He didn't want to leave the life that he had grown accustomed to. He had the respect and trust of the staff and had made some progress in managing his emotions and his behavior. Things were going well for him. Going home meant leaving that all behind. Although he would remain in custody of DJS for 6 more months, he was nervous, anxious and scared. Upon arriving home with his parents, things were difficult. Kevin's JCS always had an open door policy. Every time Kevin needed someone to talk to, she would listen and provide him with different routes to take in life. Without DJS and YCC, Kevin doesn't think he would have been able to get his life right. Since then, life has really improved. Kevin is back in school and studying biology at a state college. One day, he'd like to be a game warden. Kevin doesn't blame anyone for his past, what he has done, or what he brought on himself. Kevin understands that without those days and those incidents he wouldn't have the outlook on life that he has today.

Ycc Educational Programming: Marmot School



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

During the last academic year, educational staff worked with more than 30 different local school districts to gather the necessary information for student school admission. The following reflects a typical student profile upon admission:

Student Profile at Admission:

- Students arrive on average 3.02 grades behind their age group
- Approximately 30% of students have special education needs, compared to just under 13% statewide
- Students often have attended several different schools and experienced several out-of-home placements before arrival

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

Scheduling options include:

- Regular Education Required Courses
- Elective Courses
- Special Education
- Career and Technical Education
- General Education Development (GED)
- Work Experience

Education Enhancement

Efforts have been made to enhance educational opportunities. These efforts have included implementing a program termed “Read Right” and an increased focus on improving writing skills.

The **Read Right Program** employs the constructivist theory within a concise reading module to be implemented within the program. YCC has a certified on-site trainer as well as three on-site tutors within this program. The program has demonstrated a high success rate, with 90% of the students that have completed the program testing 2+ grades higher and 95% reporting an improved attitude toward school. Language Arts classes commit at least 2 class periods per week to the development of **writing skills**. A composition class has been added to the slate of electives. Students whose skills are below grade level are assigned a composition class. This composition class uses brain-researched methods of writing as well as spelling to achieve excellence. Of those students who have exited the course, 92% demonstrated using writing skills consistently on the post-test, compared to 31% on the pre-test.



A variety of enhancement activities are offered (independent living skills, parenting, career & technical education classes, employment skills, computer skills, career counseling, and work experience) to provide practical real-life training to prepare the students for success at the next level, whether that is independent living, post-secondary education and/or the world of work.

Enrichment Activities

Enrichment activities are encouraged for the development of well-rounded students and include:

- Veteran's Day Awareness
- Christmas Tea
- Real Life Fair
- Career Day
- Cultural Sharing Week
- Career and Technical Education Month
- Health and Awareness
- Myriad of Guest Speakers

Educational student services include a dynamic career development program and transitional support.

Academic Success

The Staff are committed to improving each student's academic success. Four hundred and thirty-seven (437) students were served during the biennium by creating for each student a course of study which meets multiple individual needs.

Graduation culminates each school year in May. Families are invited to attend this celebration with their children who are sometimes the first in their family to graduate. During the biennium, 27 students graduated from high school and 38 completed their GED.

There are circumstances in which youth cannot finish their high school education or GED through YCC as they would no longer be eligible for foster care placement.

The educational program has received accreditation by the North Central Accreditation (NCA). The accreditation endorsement received is entitled "Transitions," which focuses upon preparing students to return to their local or alternative educational programs. NCA Accreditation is a public declaration of constant educational improvement.



Adult Services

Overview

The mission of the Division of Adult Services is to improve public safety by promoting individuals accountability while providing opportunities to develop in an environment that is a catalyst for positive growth.

The Division of Adult Services was further integrated into a more efficient functioning division through a department-wide reorganization initiated by the Director of the Department of Corrections and Rehabilitation in May 2007. Previously, the Adult Services Division consisted of two separate and distinct divisions known as “Prisons and Field Services”. One division dealt with the operations of the prisons and the other dealt with community corrections functions that included community treatment, offender supervision, community transitional housing for offenders and the Parole and Pardon Advisory Board processes. This all changed at the outset of the 2007-2009 biennium.

The Director of the Department of Corrections and Rehabilitation replaced the Field Services Director and Prisons Division Director with a director of Adult Services in June 2007. The Adult Services Division was further reorganized into nine functional areas to better reflect the method in which the Department manages offenders and in a manner that would effectively transition inmates from prison back to the community and/or prevent community corrections offenders from ever coming to prison.

The nine functional areas within the Adult Services Division is headed by a Deputy Director. The nine functional areas consist of Transitional Planning, Parole and Probation, Transitional Facilities, Administrative Services, Maximum Security Institutions, Medium Security Institutions, Industry and Education, Women Services, and Programs. The significant accomplishments that have occurred in each of these nine areas are highlighted below.



Transitional Facilities

It is truly an exciting time to be in the field of corrections. We are entering a new era of expanding rehabilitative services, breaking down barriers that once existed between the DOCR and other agencies and working toward a common goal of helping inmate offenders become good citizens and making our communities a better place to live. We have developed a multi-disciplinary team of deputy directors to take on the task of reducing recidivism and providing services never before offered.

The DOCR has been committed to the Transition from Prison to Community Initiative (TPCI) for six years and has made great strides in providing a better continuum of care for our clients. We have grown from a internment camp and prison farm to facilities that offer transitional living, employment, increased medical care, treatment, access to human resource centers, and the ability to strengthen family ties.

In 2009, we were part of the largest actual transfer of inmates to another facility in the history of North Dakota Corrections, when the Missouri River rose above its banks and created a life-threatening situation. With a cooperative effort from DOCR staff, the State Highway Patrol, and other agencies, the move was seamless. The penitentiary provided housing in the gymnasium and maintained all services, while keeping our inmates separate from the general population. We had inmates in the community sandbagging, our treatment groups were running as normal and recreation and food lines were provided without disturbance or breach of security. It was a remarkable process and a testament to our outstanding staff.

Our classification system has allowed for offenders with longer sentences to be placed at the Missouri River Correctional Center (MRCC), due to the need for mobility within the system. Even with this, we again experienced no escape attempts or assaults on staff in the past two years. Our commitment to equity for our staff has had a positive effect on morale and surely reflects upon their work performance. We are proud to be in the business of corrections and look forward to the ever-changing role we are playing in inmate rehabilitation.

The mission of Transitional Facilities is to provide transitional opportunities for offenders in which they can apply themselves to the task of becoming productive members of the community. This is achieved through participation in evidence-based services that assist in recidivism reduction.



Transitional Facilities Overview

We are witness to a new era in corrections. Gone are the days of releasing inmates to the community without programming, work skills, or educational enhancements. The Department of Corrections has been re-structured, with the emphasis on transitional planning. We have established critical links within agencies that monitor progress from sentencing to release back into the community. Effective services and support for inmates requires collaboration between the DOCR and community-based providers, victims, family, peers and the faith-based community.

Prior to the reorganization, transitional services were divided between the Prisons Division and the Field Services Division. The creation of Transitional Facilities allowed transitional resources to be managed in one unit and statistical information to be gathered in a uniform manner. Transitional Facilities is comprised of DOCR and contract facilities that provide transitional opportunities for offenders, in which they can apply themselves to the task of becoming productive members of the community. Evidence-based services assisting in recidivism reduction and targeting criminogenic risk and needs are provided at all transitional facilities. Transitional opportunities are integral to successfully implementing the Re-Entry Phase of the Transition from Prison to Community Initiative and contract facilities are partners in TPCI efforts.

Every inmate who goes through our system is evaluated for need by the Case Planning Committee. Areas of risk are addressed and each plan is constructed for the individual needs of the offender. Unit Management staff are assigned to each inmate and goals are targeted to increase the possibility that he/she will become a good neighbor in our community. Each inmate is held accountable for his/her actions during their incarceration and opportunities are availed to those who remain compliant and display satisfactory work habits and behavior.

Case plans follow the inmate throughout the system to a number of Transitional Facilities and eventually to the Department of Parole and Probation and the community for continued monitoring. This continuum has become a shared investment between agencies and a huge success. We are continually trying to seek resources that will enhance our ability to help the offender. Courts, Human Service Centers, and the general public can be critical assets to our efforts. Most of the community transition facilities under DOCR contract use the same assessment tools and case plan format as the DOCR. This allows for a smooth transition for the offender, easy flow of information, and enhanced public safety.

During the 2007 – 2009 biennium, efforts were made to improve the transfer of information between the DOCR and our

Offender Count	
Facility	7/1/2009
MRCC	147
TRCC	84
BTC	113
NCCRC TX	11
Teen Challenge	45
Facility	6/30/2009
MRCC	147
TRCC	80
BTC	96
NCCRC TX	18
Teen Challenge	31
Facility	Biennium Daily Average
MRCC	144
TRCC	81
BTC	129
NCCRC TX	-
Teen Challenge	38



community partners. Information sharing is vital to providing an effective continuum of correctional services. Contract facilities were given access to our computer information systems, allowing immediate access to information relating to case plans, sentencing information, disciplinary issues and visitation.

Missouri River Correctional Center (MRCC)

With the re-structuring of the Division of Adult Services, the Missouri River Correctional Center has become more autonomous, relying less and less on the services provided by the state penitentiary. We have on-site medical staff, discharge inmates from the Center, and have become a transitional facility. The MRCC, which houses minimum and community custody inmates, is the hub for other transitional facilities, as many of their clients transition through MRCC. An exciting new team of professionals from various state agencies form the Release and Integration Committee and make recommendations for those inmates suffering from serious mental illness. Determinations are made as far as housing, medical services and special needs. This committee was initiated during the current biennium.

The MRCC has also initiated a cross-training program for staff, so that they can become familiar with the workings of other facilities and acquire a better understanding of the continuum of care. The Rapid Intervention Program was developed at MRCC to offer intermediate sanctions to parole violators. It offers relapse treatment for inmates who have suffered a setback in their sobriety and attempts to get him back into the community without serving out the remainder of his sentence.

Between the penitentiary and MRCC, 207 inmates graduated from the GED program in the last two years. Many of our graduates move on to higher education with the assistance of our Pre-Release counselors. Staff has also taken advantage of the partial education reimbursement program offered by the DOCR. Rough Rider Industry remains a prolific source of employment at the MRCC, currently employing 22 inmates. Welding is at the core of Rough Rider Industries, using skilled labor to make a variety of products for community-based businesses. Seasonally, inmates are hired to the "Sandbag Project", filling sandbags for use in emergency situations. Rough Rider seeks to provide the inmate employee with viable job skills that lessen the impact of reintegration. The award-winning Automotive Technology Program is a college level course, sponsored through the Bismarck State College. It is an open-ended curriculum that offers a variety of courses and certifications that will enable the inmate to have a realistic chance at employment when released from the facility. Completion of this program takes up to 2 years.

Inmates assigned to MRCC are typically within 3

Transitional Facilities Staff include:

Deputy Director

TRCC

1 Program Manager
3 Correctional Case Managers

MRCC

1 Director
4 Captains
2 Correctional Case Managers
3 Correctional Caseworkers
1 Corrections Agent II
2 Food Service Directors
2 Correctional Officer III
14 Correctional Officer II
2 Corrections Trainees
1 Temporary Employee

BTC

1 Correctional Program Coordinator



years of their good time release date (good time is earned through good behavior and compliance with programming) and meet classification criteria to be placed in this less restrictive environment.

Tompkins Rehabilitation and Corrections Center (TRCC)

The Tompkins Rehabilitation and Corrections Center is a Department of Corrections and Rehabilitation funded program at the North Dakota State Hospital. Its 90 beds are organized on three wards designated as follows with sixty bed for males and thirty beds for females.



The mission of the Tompkins Rehabilitation and Corrections Center is to provide diagnosis and treatment services to assist chemically dependent individuals in achieving meaningful and lasting sobriety in their lives. TRCC provides services for inmates and community offenders.

Programs offered include: addiction treatment, cognitive restructuring, and various skills approaches to modify addiction and criminal thinking/behavior. Domestic violence/batterers treatment was added during the 2007 to 2009 biennium to address the needs of offenders with domestic violence issues. Case management is utilized to identify what treatment modalities will be employed, and assist with aftercare planning.

Each of the TRCC wards operates a unique program with its own clinical team. Multiple disciplinary teams are made up from a selection of occupational therapists, psychiatrist, recreational therapists, nursing staff, addiction counselors, psychologist, social workers and vocational rehabilitation counselors who all provide direct care as well as team participation and consultation. Dietary, chaplaincy, audiometric, and specialized therapies are available on a hospital-wide basis. Programs are specifically designed and implemented, based on therapeutic value for the population served. Implementation of Gender Responsive programming with emphasis on employment skills has been on-going at the female ward at TRCC.



TRCC remains flexible in order to meet the ever changing needs of the offenders sentenced to the DOCR. Through monthly quality management meetings, weekly supervisor meetings, and daily ward team meetings; staff members continually bring forth ideas to improve outcomes. \$70,343.56 in court costs and restitution was collected from TRCC residents during the 2007 to 2009 biennium.

The Bismarck Transition Center (BTC)

The Bismarck Transition Center has 162 beds and is

composed of a professional team of individuals who promote public safety, preserve the rights of the victims, fulfill the mandates of the criminal justice system, and address the individual needs of adults. BTC is accredited by the American Correctional Association. The population served by BTC included probationers, parolees and inmates. The use of a multi-disciplinary assessment team is utilized to make recommendations for the client. Members of the community also serve as representatives on client selection. Inmates eligible for BTC placement are: within 18 months of their good time release or parole date, 18 years old or older, non-violent or not repeatedly convicted of violent crimes, and must not have to register as a sex offender. Offenders assigned to the BTC are prompted to resolve all issues in the community which would prevent, stall, or impede their transition back to the community. Offenders are required to satisfy monetary obligations to the courts and other agencies, paying on fines, fees, restitution and/or child support. Offenders are expected to save money for transitional needs, such as housing, transportation, clothing, etc.



A number of BTC offenders provide skilled labor that business owners are looking for. The BTC is pleased with the support of local businesses and the Bismarck community. Inmate treatment programming and work and education release highlight some of the outstanding services offered by BTC.

The male assessment center is located at BTC. The assessment center serves community offenders that are in jeopardy of being returned to the court or Parole Board for revocation procedures. While at the facility, an offender's rehabilitative needs are determined and referrals are made for appropriate services. An offender may be placed at the BTC assessment center for up to 90 days.

Centre Incorporated

Centre Inc. is a nonprofit community corrections agency that was formed in the mid 1970s. Centre Inc. is also accredited by the American Correctional Association. The DOCR currently contracts for transitional services with the Centre adult residential facilities located in Mandan and Fargo and includes the female assessment center, female transition program, male transition program, re-entry program, halfway house beds, and quarter house beds. The DOCR population served by Centre includes probationers, parolees and inmates.



Centre's residential services provide a supportive and structured living environment in which general counseling, drug testing, intensive monitoring, chemical dependency and other treatment services are provided to adults who can benefit from a cognitive behavioral approach. The transitional

residential facilities are staffed on a twenty four hour a day basis. Although most residents are allowed to leave the facility for work and programming purposes, they must sign out and in with staff approval prior to leaving and upon return. Centre has separate housing units and separate programming services for male and female offenders. Gender-responsive services are provided to address the unique needs of female offenders.



Prior to the 2007 – 2009 biennium, the DOCR did not have male inmate transition beds in the eastern part of the state. Male inmates were required to reside in Bismarck if they qualified for community transition. Centre Inc. was awarded the contract for a male inmate transition program in the east, and the DOCR began placing male inmates at the Fargo Centre facility in January of 2008 in the Male Transition Program (MTP). The addition of the male inmate transition program in Fargo allows inmates from the eastern part of the state to work on transitional issues closer to their families and home communities.

The Female Transition Program (FTP) is available at Centre Inc. in Mandan and Fargo. It provides gender-responsive residential services for female DOCR inmates that are within two years of their parole eligibility or discharge date. Both FTP and MTP offer alternatives to direct release, and provide offenders the opportunity to resolve issues that brought them into conflict with the law. They permit offenders to participate in activities that would not otherwise be available to them in confinement: full-time employment, individual and group counseling, involvement in community programs, approved visitation and recreational activities, and gradual release.

North Central Corrections and Rehabilitation Center (NCCRC)



The North Central Corrections and Rehabilitation Center is a contract facility located in the geographical center of North America, Rugby, North Dakota. NCCRC was sold to the Rugby Job Development Committee and subsequently leased back to Pierce County. The new name chosen for this facility is Heart of America Corrections and Treatment Center (HACTC). The DOCR contracts with the treatment center for 25 male residential substance abuse treatment beds, with the average length of stay 90 days. Individuals assessed with a substance dependence diagnosis participate in Addiction Treatment Group and Cognitive Restructuring. Other programs offered include: Relapse Group; Occupational Therapy; Anger Management; Recreational Therapy, Embracing Fatherhood; Re-Entry Group, Relationships Group; and GED. Human Relations Counselors are available to assist with discharge planning.

Teen Challenge

Teen Challenge is a faith-based organization that applies biblical principles to establish a drug-free lifestyle. They accept candidates who are ages 18 and above and strive to enhance social skills, improve work habits, and build on interpersonal relationships. Teen challenge was established in 1958 by the Reverend David Wilkerson and now has 600 centers worldwide.

North Dakota County Correctional Centers (County Jails)

The DOCR contracts with County Jails to house parole violators and other DOCR inmates, as needed. In a corroborative effort, the DOCR has shared their philosophy regarding evidence-based practices, and the transition from prison to community initiative to insure fluidity within the system. County jail placements are used for both jail confinement and jail transition purposes. Jail confinement is designed solely to meet housing needs of the DOCR and inmates are placed for valid safety and security measures. Jail transition takes identified transitional needs into consideration and, if appropriate, allows the inmate to work and participate in treatment in the community.



Special Notes

During the flood of 2009, many DOCR offenders housed at the MRCC, TRCC, BTC and Centre Inc. volunteered to assist with sandbagging efforts in their local communities. This provided a needed service to the community and allowed the offenders an opportunity to demonstrate pro-social attitudes and behaviors.

Future Concerns:

With much attention placed upon sex offenders in the community, there has been an understandable reluctance by the general public to welcome these individuals into our neighborhoods. The DOCR continues to pursue more than temporary fixes to this growing problem.

Presently, inmates with 85% minimum mandatory sentences are restricted from placement at most transitional housing facilities. They may not participate in work or education release and are not afforded the same considerations as less violent offenders. It is very difficult to prepare an offender for reintegration with no funds to set up housing and no employment to go back to. Hopefully, with electronic monitoring and other means of supervising our inmates, additional opportunities can be made available these offenders to better ensure their successful and crime-free re-entry into the community.



Medium Security Facility

The Mission of the James River Correctional Center is to protect the public by maintaining proper custody of individuals sentenced by the courts. Challenging, positive self-improvement opportunities will be provided for staff and inmates. Inmates will be provided opportunities to participate in rehabilitative programs assisting them to become productive members of society.

The James River Correctional Center is a medium custody facility that houses male inmates. The facility opened in June of 1998 and is the result of renovating a building formerly used by the North Dakota State Hospital which was built in 1936. The main building (known as the ET building) is a six-floor structure with 87,530 square feet, which serves as the main housing unit for the facility.

Special Assistance Unit

The Special Assistance Unit opened in 2002 as a proactive response in managing our increasing numbers of inmates with mental illness, suicidal thoughts, or other special needs. This 24-bed unit provides numerous programs such as life skills, anger management, social skills, individual counseling and problem solving along with close medication therapy to provide a safe and secure option for this population of inmates. This unit places strong emphasis on implementing the transition from prison to community philosophy for this class of offender. During the biennium, we have had approximately 200 inmates receive services from this program and averaged a daily count of 20 inmates in the unit.

Staff

For this reporting period, there has been 56 new staff hired for exempt and non-exempt positions, including temporary positions. There have been 60 promotions where the employee has gone to a higher pay range and 40% of the 56 new hires have been from out-of-state.

The college intern program where students are working as temporary part-time employees continues to be successful for the facility and students. The use of interns has enhanced the internal programs and culture and allows the students to gain valuable work experience in corrections. There are six college students participating at this time.

Interagency Cooperation

During the past biennium, the James River Correctional Center has continued to partner with the North Dakota



State Hospital in sharing services to reduce costs. The North Dakota State Hospital provides psychiatry, grounds keeping and warehouse services. The James River Correctional Center provides 63,000 meals per month under 15 different hospital required diets. A different menu is used for the inmate population to reduce costs. We also provide laundry service, staff training and support of the State Hospital's sex offender unit, and emergency security support. The training department at the James River Correctional Center has developed a 24-hour training program for staff assigned to the State Hospital's sex offender unit. The training provides the staff with a basic foundation for managing this difficult population. This cooperation between the Department of Corrections and Rehabilitation and the Department of Human Services avoids duplication of services and saves general fund dollars.

Inmate Canine Assistance Program

The Inmate Canine Assistance Program (ICAP) started in November 2008. This is a cooperative venture between the James River Correctional Center and Service Dogs for America located in Jud, North Dakota. Carefully screened inmates receive continuing training from Service Dogs for America staff and learn to train and care for dogs brought into the James River Correctional Center. The dogs reside at the James River Correctional Center and teams of inmate trainers share the responsibilities of caring for the needs of the dogs and for the basic training.

The dogs are trained using positive reinforcement with a focus on obedience and basic commands. As the training progresses, the dogs are taught more advanced skills needed to become a service dog. Service Dogs for America staff provides instruction for the inmate trainers. The program started with three dogs and has grown to six dogs with eighteen inmate trainers.

The program benefits Service Dogs for America by providing socialization and foundation training for the dogs, allowing them to place more dogs with people in need. The program benefits the assigned inmates by teaching responsibility through meaningful, rewarding work. Caring for the dogs and helping to prepare the dogs to assist others also helps develop empathy for others. The presence of dogs at the James River Correctional Center benefits the facility as a whole by lifting the spirits of the inmates and staff that come in contact with the dogs.



Flood Effort



JRCC continues to work to serve the local community in developing strong working relationships with local law enforcement and other public agencies for emergency preparedness. These relationships paid dividends in 2009 when the James River Correctional Center staff and inmates played a significant role in the flood effort in Jamestown. Inmates volunteered to fill sandbags inside the fence and were able to load a semi-trailer with sandbags every twenty minutes. Staff also escorted minimum security inmates to areas building levees in the community. This participation generated significant positive public relations and allowed the inmates to “give back” to the community. One citizen commented that “These guys aren’t so bad after all.”

Maximum Security Facility

- **7/07** Staff responded to a gang related fight between 6 inmates in the recreation yard, and the facility went on lockdown status for 3 days. During the lockdown, prison staff searched the entire facility and discovered that the inmate assigned to the sandblasting room in the metal factory had been attempting to sandblast a hole through the steel- reinforced concrete north wall. The inmate and his accomplice were sanctioned for their attempted escape.
- **8/07** Correctional Officers received their first paychecks reflecting the raise given to them by the 2007-2009 legislature. In addition to the 4% increase all state employees received, the DOCR received 1.5 million as part of an equity pool for employees who lagged behind others in similar pay grades in state government. This salary increase allowed the department to raise the starting pay scale for a Correctional Officer II to \$2315/month.
- **9/07** NDSP developed a new organizational chart as part of the DOCR reorganization, The Warden will supervise the Deputy Warden for Operations, the Deputy Warden for Auxiliary Services, the Director of Administrative Services, and the Safety Officer, and will have indirect responsibility for medical, training, human resources, business office, maintenance, education, treatment, and industries.
- **10/07** NDSP and MRCC passed the ACA re-accreditation audit on October 10 with a score of 98.8%. Basically this meant we passed all of the mandatory standards, and all of the non-mandatory standards except for those five that pertain to the physical plant. This was a huge accomplishment for NDSP and MRCC staff.
- **10/07** On October 25, 2007, Richard McNair, a North Dakota inmate who had escaped from a federal prison where he had been boarded, had been captured in Cambellton, New Brunswick. The warden at the federal prison said that the United States Bureau of Prisons wanted to press charges for the escape, and that they planned on keeping McNair in their system as an exchange inmate from North Dakota.
- **11/07** 4 years after it was filed, a federal judge granted the department's request for summary judgment in the lawsuit filed by North Dakota female prisoners who believed that they were receiving unequal treatment compared with the types of programs and services provided male inmates in our state. The plaintiff's promptly appealed.

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

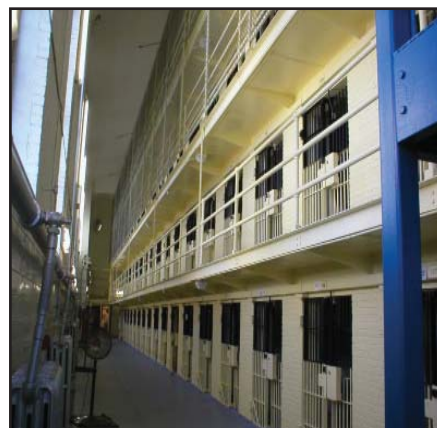
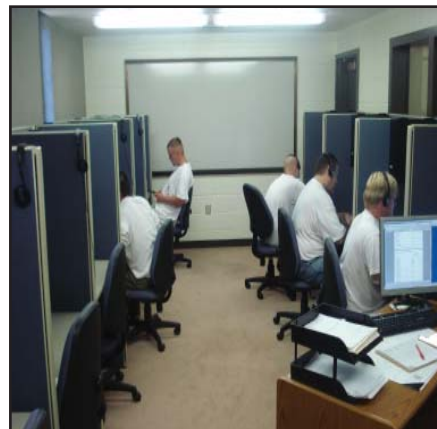


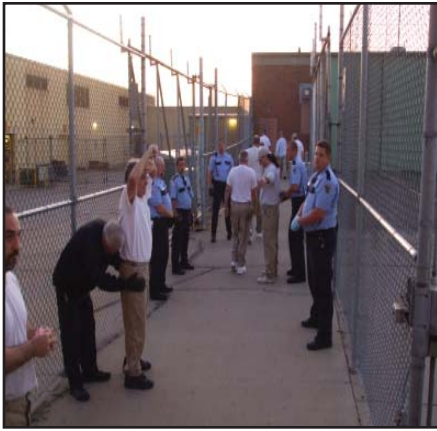


- **12/07** Staff at NDSP were asked to join 3 different work groups to explore making changes to our Inmate Handbook, how we set up the scoring grids for promotions, and possible changes to the security staff schedule. Approximately 35 staff volunteered to help tackle these projects. Positive changes were made to the Inmate Handbook, and the promotional grids, but security staff overwhelmingly decided to keep the existing work schedule where they work seven, 8 hour days in a row, with 3 days off, and then another 7 straight days followed by 4 days off.
- **12/07** The penitentiary held the annual Inmate Christmas Party. It was a great turn out and the inmates were very well behaved. After a filling meal created by Chef Thompson and his staff, the inmates congregated in the gymnasium, where they played bingo, sang karaoke, and listened to the music provided by the inmate rock band. We were able to raffle close to \$1,200 in prizes, thanks to money generated by the inmate betterment fund, and donations from the Grove City Jaycees and the Native American Indian Culture Group.
- **1/08** 14.7 % of the NDSP staff have worked here for over a quarter of a century.
- **3/08** On March 10, 2008, at 6:08 a.m., staff called a medical emergency in the East Unit. An inmate had made a very serious suicide attempt by cutting his throat. He then tried jumping off the second tier as officers and other inmates tried to pull him back to safety. Four prison staff received the DOCR Life Saving Award for their quick actions reducing the blood loss. At the end of the biennium, the inmate was healthy and mentally stable.
- **4/08** Bob Coad retired after 38 years of service to the State Penitentiary, the final 20 as Deputy Warden.
- **6/08** The prison's inmate law library reached a milestone this month as we converted from law books to a system where case law is stored electronically on a computer. Inmates struggled initially with the software required to retrieve legal cases, and the learning curve was steep for some, but all had adapted to the new electronic storage by the end of the first year of use.
- **7/08** This was a particularly rough month for staffing. We lost 13 correctional officers in 6 weeks due to resignation, retirement, and disciplinary action. Finding enough qualified applicants to fill temporary officer positions proved difficult.
- **9/08** NDSP staff held due process hearings to decide whether forcing medications was warranted for three of our inmates this month. The growing number of inmates with an axis one diagnosis for mental illness continues to place a strain on mental health and medical staff.
- **10/08** In collaboration with ND Job Service, the DOCR has implemented the Key Train Testing program. Key Train measures skill sets in Applied Math, Reading for Information, and Locating Information, with the goal that inmates who possess these skills can be more employable

once released from prison. Education Department staff target all new arrivals and general population inmates to find inmates that have a sentence of 12 to 18 months to serve for this program. At the end of the biennium, approximately 300 inmates had been tested in Key Train. Reviewing these scores, approximately 16% had a score below the level of 4 in Reading for Information; 29% had a score below the level of 4 in Applied Math; and approximately 26% had a score below the level of 4 in Locating Information. Inmates found to have scores below the required level of 4 were scheduled for traditional classroom training to increase their scores.

- **12/08** NDSP inmates received their first “electronic mail” on 12/31/08 after the penitentiary signed an agreement with a firm that collects a fee from family members to e-mail letters to the prison instead of sending mail through the US postal service. For an additional cost, inmates may write back a one page letter that can be electronically scanned, and emailed back to their family. Prison staff like the process because it eliminates contraband from being smuggled into the facility through mail envelopes.
- **1/09** NDSP began offering two, two-hour “adults only” visiting periods each week for those offenders whose sentencing paperwork prohibits them from having any contact with minors. In some cases, inmates may have that provision lifted should they demonstrate strong compliance with sex offender counseling.
- **2/09** An inmate living on the second floor of the Administrative Segregation Unit was unresponsive when he was discovered with a bed sheet tied around his neck and affixed to the bars. Correctional Officers were able to get the sheet untied from the bars, and call for the staff physician, who was able to revive the inmate. For their quick action, these employees received the DOCR life saving award.
- **3/09** The annual statistics on sexual assault and misconduct were compiled and reported to the US Department of Justice as required by the Prison Rape Elimination act. In 2008, we had one confirmed incident of staff on inmate sexual misconduct, and 2 confirmed incidents of inmate on inmate abusive sexual contact.
- **3/09** On March 24, rising flood waters from the Missouri River threatened the Missouri River Correctional Center, so the decision was made to evacuate the inmates from that facility, and transport them to the NDSP gymnasium. We evacuated 142 inmates all told. Operating two facilities out of one prison was a trying experience for staff from both prisons. Efforts were made to minimize contact between the inmates, but still provide as much programming for both groups as possible. The MRCC inmates stayed in the penitentiary for 2.5 days, until 3/27/09. It would have been difficult to keep the peace for too many more days, as the tension in the gym was getting higher the longer they stayed here.





- **4/09** Fifty-six inmate volunteers were recognized for their commitment to the Crisis Intervention Team (CIT) at a special dinner in the NDSP Inmate Dining Room. It was to celebrate 20 years of the program implemented in 1989 to reduce suicides at the facility, after three inmate suicides occurred during the prior two years. NDSP has not had a successful suicide during the years this program has been in place.
- **5/09** From May 2 to May 6, the NDSP Special Operations Response Team attended the Mock Prison Riot training at the old West Virginia State Penitentiary. Part of the training included a skills competition between SORT teams from around the country. The Team from NDSP place 4th overall in this competition!
- **6/09** The NDSP Crisis Response Team earned first place honors at the 4th Annual Upper Red River Valley Crisis Negotiators Conference/Competition in Winnipeg, Manitoba. The event, for law enforcement and corrections officers trained in hostage negotiations, was attended by 12 teams from southern Canada and the northern United States.
- **6/09** We received the decision from the 8th Circuit Court of Appeals that they had denied the appeal of the lawsuit submitted by the female inmates who believed they were not receiving equal treatment as the male inmates. Other than an appeal to the Supreme Court, this should finally close the book on this case.

Parole & Probation

Parole and Probation provides supervision and case management for all offenders released to the community on parole or probation. Probation cases are placed on supervision by order of the district court and parole cases by order of the North Dakota Parole Board. Cases are also supervised for other states through the Interstate Compact. There are currently fifteen district offices throughout the state. At the end of the biennium these offices managed an offender population of 4,851. Offices are located in Williston, Minot, Rugby, Rolla, Devils Lake, Grafton, Grand Forks, Fargo, Wahpeton, Oakes, Jamestown, Washburn, Bismarck, Mandan, and Dickinson.

Parole and Probation makes every effort to work with offenders in the community. When an offender is placed on supervision, they meet with an officer who completes a comprehensive risk assessment – the Level of Services Inventory-Revised (LSI-R). The LSI-R is the roadmap that is used to identify the risk factors that will need to be addressed to assist the offender in successfully completing their period of supervision. The officers look at all risk factors but focus their efforts on the top three that are identified. They also complete a comprehensive case management plan that will assist the offender in reducing these risk factors, as well as meeting the special conditions that are imposed by the courts or Parole Board. Officers are trained in cognitive behavioral change techniques and work with the offenders to make the changes in their lives to be successful. They are also certified law enforcement officers who enforce the conditions of supervision and make arrests when necessary. It is a delicate balance for the officers to ensure the safety of the public, do whatever possible to assist the offender in changing their behavior, and to live successfully in the community.

The number of offenders on supervision has fluctuated throughout the biennium from June 1, 2007 through June 30, 2009. We began the biennium with a count of 4,973 offenders and steadily increased to a peak of 5,071 on February 13, 2008. Since then, we saw a gradual decline to a count of 4,851 on June 30, 2009. The male population peaked at 3,701 in February 2008 and ended at 3,609. Our female population peaked at 1,401 in December 2007 and ended at 1,242. This is the first time in many years that we experienced a decrease in our population numbers. Although we are not certain as to the

The mission of Parole/ Probation is to protect society by ensuring that the community-placed offenders are provided responsible supervision that requires them to be an active participant in their rehabilitation.



cause of the decline, it is apparent that much of the decrease has been realized in the eastern part of the state. The numbers now seem to have stabilized and began to gradually increase.

Transition From Prison To Community

The Department of Corrections and Rehabilitation (DOCR) has embraced the Transition from Prison to Community (TPC) philosophy and this has assisted tremendously in our offender management program. Parole and Probation has developed a close working relationship with our colleagues in the prison, as well as other stakeholders in the community that can assist with our supervision of offenders. Staff now confer regularly with case management personnel in the prison to develop risk reduction strategies that can be implemented even before an inmate is released. They also communicate regularly with other stakeholders such as treatment providers, housing assistance, and job service to assist offenders. These close working relationships between agencies has been a great benefit to the offenders in the transition process and preliminary data would indicate that the efforts are working. In calendar year 2006, 44.4% of the cases that were terminated were done so as a result of a revocation of probation. Since then, the percentage of cases terminated due to revocation has been reduced to 42% in 2007, 39% in 2008 and 34.7% through the first six months of 2009. Although it may be too early to build any solid conclusions, it seems that the efforts to implement TPC have been successful. Not only are fewer offenders being returned to prison on revocations, but communities are safer because of the risk reduction efforts being made.



One of the big accomplishments of our TPC project was the completion of a manual for Managing Noncompliant Behavior. That document was made to assist officers with how to address violations and to create more continuity among staff. It addresses a level of severity of violations and gives options to staff on how to proceed. If revocation proceedings are warranted, it clearly sets out the violation process and how to develop the Petition to Revoke Probation. To go hand-in-hand with this manual, the DOCR also added a position of a Correctional Program Administrator who is tasked with reviewing violations with staff and making recommendations for disposition. This too has been invaluable as the Correctional Program Administrator is familiar with all the resources of the DOCR and can help develop strategies for the offender.

Amounts Collected from Offenders in 2007-2009:

- | | |
|---------------------------|-------------|
| • Restitution for Victims | \$2,319,27 |
| • Court Costs | \$144,251 |
| • Fines | \$398,457 |
| • Attorney Fees | \$1,313,073 |

Collections

Parole and Probation is also tasked with collecting financial obligations from offenders.

In addition to these court ordered obligations, the DOCR

also obtained \$27,681.82 in asset forfeiture funds. 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 now five adult Drug Courts in the State of North Dakota; and Parole and Probation has one officer assigned to each drug 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 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 Drug Court meets with the team weekly in court, as well as frequent contacts with the assigned Probation Officer. Any violations are dealt with swiftly and aggressively, and the team works closely with the offender to assist them in any way possible. During the 2007-2009 biennium, there were 193 offenders who participated in Drug Court. Of that number, 64% of the cases that were terminated were done so with successful completion of the program. That is a significant achievement because those are the offenders who have made significant changes in their lives and would have otherwise become part of the criminal justice system.

Sex Offender Management

Parole and Probation actively supervises a population of approximately 350 sex offenders in the community. There are seven sex offender specialists throughout the state in Bismarck (2), Fargo (2), Minot, Grand Forks, and Jamestown. In addition, each district office that does not have a sex offender specialist has at least one staff member trained as a sex offender liaison. These staff are highly trained in sex offender management and complete five separate assessments that help to assess the risk of the sex offender. Those assessments are the MNSOST-R (Minnesota Sex Offender Screening Tool-Revised), STABLE 2007, STATIC 99, ACUTE 2007, and the LSI-R. All of these assessments are used to develop a detailed case supervision plan that will guide the management of the offender. All sex offenders are supervised as enhanced offenders and are held to strict compliance guidelines. In addition to the supervision of the sex offenders, these staff also prepare detailed Pre-Sentence Reports for the Courts with recommendations for disposition. The State of North Dakota is viewed highly on a national level for our proactive work in supervising the sex offender population.



Participants in Drug Court

- 64% (75) Completed Program
- 36 (42) Terminated Unsuccessful



Re-Entry Programs

Parole and Probation currently has two Re-entry Specialists, one each in Bismarck and Fargo. These staff work in conjunction with a Re-entry Team of professionals in each community to evaluate inmates being released from incarceration and formulating a plan to successfully reintegrate them back into the community. They provide very close and intensive supervision to what is generally a higher risk population. Re-entry officers work closely with many stakeholders in the community such as Job Service, Treatment, Housing, Education, Law Enforcement, and others to truly make this a community effort to assist these offenders. The DOCR is now working with two additional communities to assist them with creating a re-entry program. Although we are committing no staff or resources, we are providing the technical assistance necessary for the Grand Forks and Devils Lake communities to start their own programs. Re-entry is a community project and concern, and the DOCR is committed to assisting in this effort.



Participants in Re-Entry Program

- 51% (31) Completed Program
- 49% (30) Terminated Unsuccessful

GPS Program

Parole and Probation uses a Global Position Satellite (GPS) Program 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. The system has seen a steady and consistent growth, and currently we have 48 offenders on GPS. Officers are able to continually monitor the whereabouts of offenders via the internet and are advised of violations as they occur by STOP. Officers are on-call 24/7 to respond to any violations that may require immediate attention. Although GPS is only an additional tool to monitor offenders and not a magic bullet to stop crimes, it has proven to be a valuable tool. Officers have been able to use the information obtained through the GPS tracking to assist with investigations and provide information to law enforcement investigators. It is anticipated that the use of GPS will continue to increase in the state.



Future Goals

The Division of Parole and Probation is committed to improving staff skills to effectively manage offender's risk in the community. We will focus on improving our cognitive behavioral techniques to change offender behavior. We will continue to move forward with the Transition from Prison to Community initiative, and enhance our working relationships with stakeholders in the community to improve our re-entry efforts. One of the specific areas we will focus on is helping our homeless population, especially with our sex offender population. Offenders with no stable residence are certainly at higher risk to re-offend, and we will work with individual communities to address this issue.

Programs

Programs and Treatment assure that the services and treatment for offenders are consistent with the DOCR mission and evidence based practices. The role of Programs is to direct the development of treatment strategies for offenders through the criminal justice system in the community and the correctional system.

Programs directs and coordinates the delivery of correctional treatment strategies for the Division of Adult Services at all prison facilities, and provides oversight and support to transitional treatment programs and community based treatment targeting the criminal offender. We provide assessment and evaluation to determine offender risk and needs, including chemical addiction and substance abuse, mental health, and sexual offending behaviors.

Responsibilities also include liaison and consultation with the Department of Human Services, the judiciary, criminal justice agencies, contract agencies and the community to build capacity through collaboration, and provide treatment interventions to aid in the reduction of recidivism through effective treatment.

Through the 07-09 biennium, Programs participated with several initiatives and efforts to improve service delivery and collaboration. We support and have been directly involved with the Transition from Prison to Community. In 2008, Programs lead the effort to develop and implement the Release and Integration Program, in cooperation with the Department of Human Services, aiding the transition to community for the Seriously Mentally Ill inmates. Programs facilitated the Drug Court initiatives with Human Services and the District Courts in two new communities, Grand Forks and Minot. We are represented on multiple boards and committees representing the interests of effective program and treatment strategies and development. We continue our support as advisors to guide the federally funded Justice and Mental Health Project through the Cass County Jail to aid in the post booking diversion for Seriously Mentally Ill. We have representation with and serve as a site for the Consortium to train licensed addiction counselors. We represent criminal justice with the State Mental Health Planning Counsel. And Programs continue our relations with the Universities to provide internship opportunities for the development of new professionals in the areas of social work, psychology, and chemical addiction.

The Mission of Programs and Treatment is to provide quality treatment in an environment that fosters respect, growth and opportunity for change while assisting with community integration and reducing recidivism.



Programs have realigned staff to maximize the management

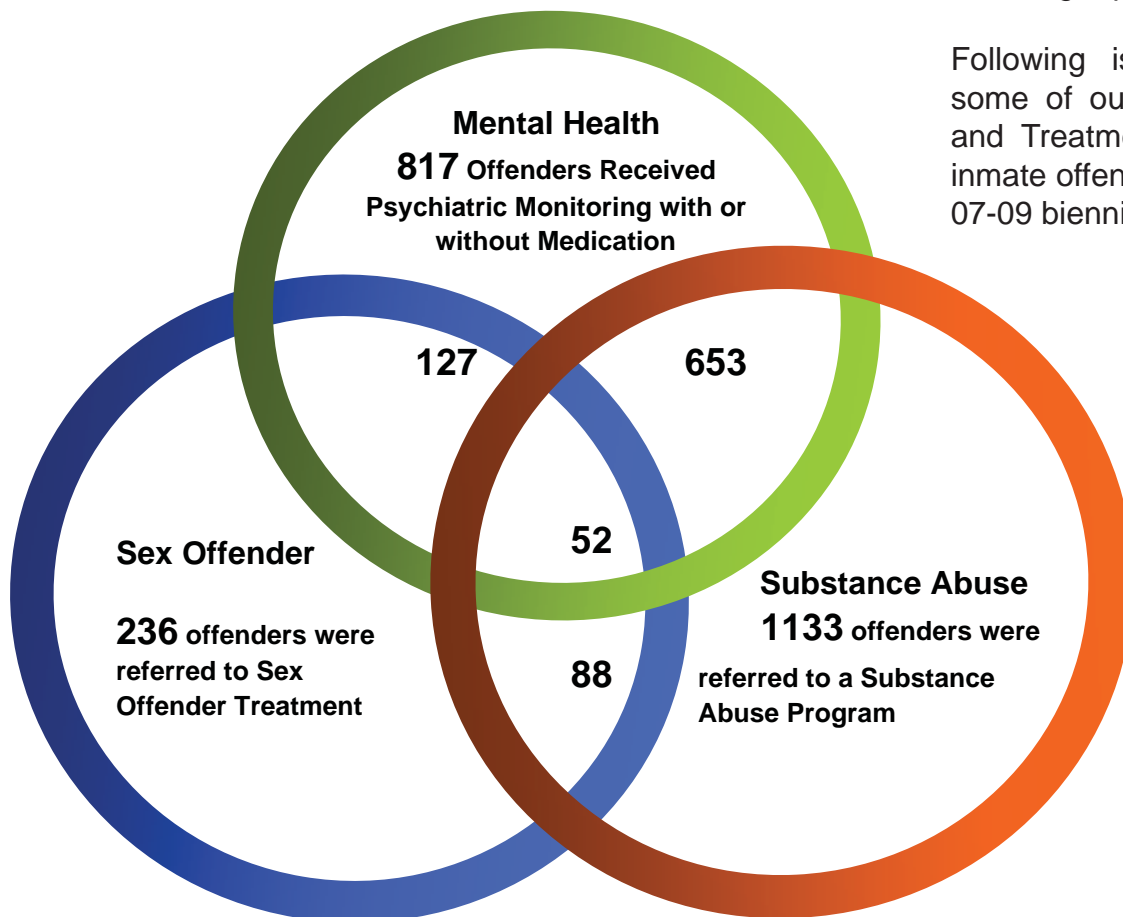
and supervision of resources, and we have instituted an annual training event for correctional treatment staff to remain committed to the mission and efforts of the DOCR. The staff continue their work to improve programming through quality assurance practices. In 2007, we completed a time study of the Sex Offender Program staff. In 2008, we worked toward efficiencies within the Sex Offender Program, reviewing the criteria and triage decision making process. Through change we were able to increase capacity for treatment in May 2009 by adding an Intensive Sex Offender Treatment group.



Chemical Addiction and Substance Abuse remains the primary targeted need for treatment services among the criminal offending population. North Dakota is a leader among states in the effective delivery of services in our prisons and transitional facilities to a large number of offenders before release. This includes addressing those with co-occurring (or co-morbidity) diagnoses. Additional needs and risks assessed in our inmate population are represented among those inmates diagnosed with Serious Mental Illness or identified as Sex Offenders requiring treatment and efforts coordinating reentry to the community. In 2008, with the Release and Integration Program, we helped provide direction by developing the definition for the DOCR of the Seriously Mentally Ill. This definition for the Seriously

Mentally Ill aids in the decision making beginning with Case Planning upon entering prison.

COMORBIDITY DIAGRAM



Following is representation of some of our work in Programs and Treatment services for the inmate offender population in the 07-09 biennium:



1771 Offenders Received

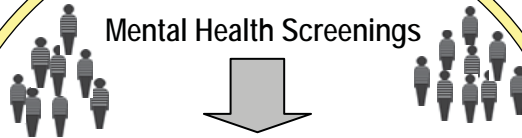


1626 Appraisals Completed



1771

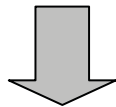
Mental Health Screenings



- 746 with Axis I Diagnosis
- 647 with Axis I and Axis II Diagnosis
- 751 with Psych Axis I and Substance Abuse
- 626 Psychiatric Monitoring w/Med
- 191 Psychiatric Monitoring w/o Med

242

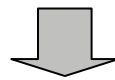
Offenders Referred to a Sex Offender Assessment



- 168 Low Intensity Sex Offender
- 55 Intensive Sex Offender
- 13 Special Needs Group
- 125 Referrals to Rule CPC

1370

Substance Abuse Evaluations



- 428 Intensive Outpatient
- 320 High Intensity Residential
- 334 Contract Treatment Vendors

COMMUNITY

= 100 Inmates



RESPECT • GROWTH • OPPORTUNITY

Assist Community Integration and Reduce Recidivism

Assess Risk Factors

- Substance Abuse
- Mental Health
- Sexual Offending Behavior
- Conflict Management Behavior
- Criminal Thinking
- Transitional Requirements

Treat the Offender

- Individualized treatment plans
- Regularly scheduled clinical staffing
- Ongoing progress monitoring
- Treatment plan reviews
- Majority of programs are client-driven, not time-driven
- Evidence Based Results utilized to evaluate success

Support the development of skills and cognitions to increase offender opportunity for assimilation and creation of pro-social thoughts and behavior

Assist Community Integration as part of our effort and involvement with the Transition from Prison to Community Initiative. The Initiative's goal is to return offenders to society from prison with the best chance of success. Our present objectives are:

- Releasing medicated inmates with medication supplies
- Aftercare coordination for public and private community referrals
- Address the problems of finding housing, employment, and continuing treatment for released sex offenders.

Reduce Recidivism by identifying causes of why offenders return and creating proactive programming to reduce risk areas associated with recidivism. Programs offered are:

- Cognitive Behavioral Therapy
- Relapse Prevention
- Job Seeking Skills
- Life Skills
- Family Workshops
- Community Treatment and Aftercare Coordination

Industry & Education

Historically, Industries and Education, along with Treatment, were three separate programs that shared a common goal which was to offer offenders an opportunity to become productive with their time of incarceration by participating in meaningful activities. These programs served their purpose well for many years. Additionally, from a security perspective, all three of these programs kept inmates busy in a positive way to help avoid prison unrest brought on by idleness.

As a part of the Department of Corrections reorganization, beginning in October 2007, Industries and Education were merged. By pooling resources, potential synergies were identified which, when implemented, created a more effective and efficient operation. While the newly formed Industries and Education achieved many successes this biennium, none stand out as much as the progress made with the Transition from Prisons to Community Initiative (TPCI).

The portion of the Transition from Prisons to Community dealing with programs, particularly with Industries and Education, struggled to recruit external stakeholders to participate in the initiative. Prior to the reorganization, Industries was working with the North Dakota Department of Commerce through the Governor's Work Force Summit. Ex-offenders were identified as a potential hidden workforce who could help alleviate the North Dakota labor shortage. In addition, Industries was working with Job Service North Dakota and private sector companies in an effort to place ex-offenders in meaningful work. At the same time, Education was working with higher education particularly with the trade schools at Bismarck State College and North Dakota State College of Science. At the time the reorganization was implemented, the Education/Vocational Education/Employment Transition from Prisons to Community Work Group had six collaborating partners.

The Transition from Prisons to Community Initiative model encourages system changes to reduce recidivism and future victimization, to enhance public safety, and to improve the lives of communities, victims, and offenders. The strategies of the initiative are to:

Rough Rider Industries
Mission is to employ inmates to produce quality goods and services in a self sustaining manner that makes the time of incarceration productive, while preparing the inmate to reintegrate back into society.

Industries/Education
Mission is to provide the appropriate educational, vocational, employment skills and training opportunities allowing offenders pathways to reenter the community successfully thereby reducing recidivism.



- Mobilize interdisciplinary, collaborative leadership teams
- Engage in a rational planning process
- Integrate stages of offenders' processing
- Involve non-correctional stakeholders (public, private, and community agencies)
- Assure that transitioning offenders are provided basic survival resources
- Implement valid offender assessments
- Target effective interventions
- Expand the traditional roles of correctional staff
- Develop the capacity to measure change

As Industries and Education worked through the newness of being one program, these fragmented efforts merged into a more cohesive plan to address re-entry. In April 2008, an illustrated flow chart of the Transition from Prisons to Community process was developed to depict the necessary steps to successful offender transition into the community. The flow chart was used as a pictorial representation to explain the program and to recruit new collaborative partners. At the end of the 07-09 biennium, the Education/Vocational Education/Employment Transition from Prisons to Community Work Group had 26 collaborating partners representing the following agencies:



- DOCR
 - Industries
 - Education
 - Transition
- Dakota Women's Correctional Rehabilitation Center
- Job Service North Dakota
- Department of Commerce
 - Workforce Talent Initiative
 - Workforce Development
- Higher Education
 - Bismarck State College
 - ND State College of Science
 - Department of Public Instruction
 - FINDET (Follow-up Information on North Dakota Education and Training)
- North Dakota Department of Human Services
 - North Dakota Child Care Enforcement
- North Dakota Career & Technical Education
- US Department of Labor – Office of Apprenticeship
- US Probation and Pre-trial Services
- Community Options
- Bismarck Transition Center
- Spherion



Orientation:

- The Industries and Education orientation for new arrivals was combined. The message to new arrivals is simple: “As long as you demonstrate proper behavior, the Industries/Education department can help you make your time of incarceration productive.”
- In 2007, a method of collecting statistical data was initiated to determine why inmates are returning to prison in North Dakota. At this point, the statistics show that 21% do not have a GED or high school diploma. The biggest contributing factor for returning to prison correlates to drug and alcohol abuse with 58% citing that as a factor. 32% of those returning to prison were found to have needs in education and employment. 64% of those who had previously been incarcerated report they had a job within 2 weeks of release. 34% of those reported obtaining a job in the construction field.
- Since April 2009, the Test for Adult Basic Education (TABE) is now administered to inmates while they are housed in the orientation unit. This provides baseline reading and math skill levels that may then be used in placement for further educational programming.
- In collaboration with Job Service North Dakota, Industries and Education implemented the KeyTrain Testing program which measures skill sets in Applied Math, Reading for Information, and Locating Information. The specific skill sets measured are:
 - Applied Math - Measures skills in performing basic math problems as they relate directly to the workplace, (e.g. Reading a tape measure, putting measurements together as they relate to a job order).
 - Reading for Information – These skills include ability to read documents and understand the information contained in them.
 - Locating Information – The ability to understand and work with information in the form of graphs, charts, and diagrams.
- 90% of the profiled jobs listed by the US Department of Labor on the Occupational Network (O*NET) require a score of 4 out of 7 in all three sections. Currently, approximately 300 inmates have been tested in KeyTrain. In reviewing these scores, approximately 16% have a score below the level of 4 in Reading for Information, 29% have a score below the level of 4 in Applied Math, and approximately 26% have a score below the level of 4 in Locating Information. Inmates that are found to have scores below the required level of 4 are scheduled for traditional classroom training to increase their scores. Currently, Applied Math is being taught at the State Penitentiary and the James River Correctional Center. The Education staff are in the process of developing a Reading for Information course.



Education:



- Educational services delivered to inmates averaged about 350 student contacts each month throughout the biennium.
- Educational programming was evaluated and duties were reallocated to increase efficiencies and eliminate duplication of services.
- Baseline statistical data using technology and ITAG (DOCR inmate tracking system) was expanded to include pre/post testing results for all programming, start/end dates, completion/non-completion, college certificates earned, and all recordable data gathered through assessments. These are the first steps within Education to track the effectiveness of programming within DOCR.
- The adult education program contains two basic goals: (1) identify inmates who will be required to enroll in GED classes and (2) to improve the educational functioning levels for all students.
 - Implemented an honor student program recognizing achievements for those earning a 600 average or higher on GED scores. Each student was awarded a dictionary, thesaurus, or Franklin Speller at graduation.
 - 205 (94%) of inmate students achieved their GED over the biennium. One of these students worked for two years toward this goal. Another student raised his skill levels from 2nd grade to GED achievement!
 - 92 (74%) of inmate students achieved at least one educational functioning level in Adult Basic Education.
- After evaluating the computer class program and researching ND employer needs, keyboarding was eliminated and replaced with an Introduction to Computers class. This class teaches students how to navigate the Windows environment as opposed to increasing typing speed.
- Industries/Education developed an AutoCad vocational education program where inmates can acquire drafting skills through classroom instruction. When they achieve a predetermined level of competence, they can apply and utilize their skills at Industries to help them retain their newly acquired skills.
- After explaining the Transition from Prisons to Community Initiative goals to the North Dakota Retired Teachers Association, the Education Department acquired four part-time volunteer teachers to deliver services to inmates.
- The Auto Technology program housed at the Missouri River Correctional Center received the 2007 Automotive Industry Planning Council Award of Excellence (state level). This program was recertified with the National Automotive Technicians Education Foundation (NATEF) in the spring of 2008 and is certified in:
 - Automotive Electrical/Electronics Systems
 - Brakes
 - Engine Repair

- Air Conditioning
- Engine Performance

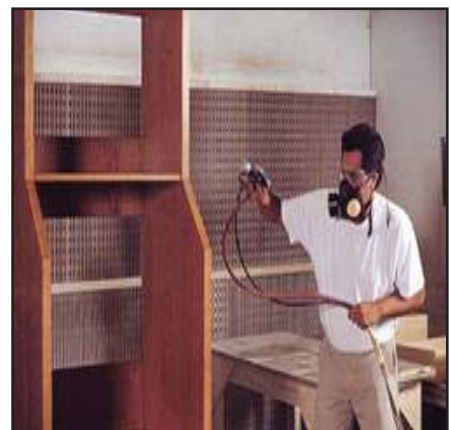
In April 2008, 3 students from Automotive Technology Program competed at the North Dakota Skills USA Competition in Bismarck. One student placed second and another student placed sixth in the Job Skills Demonstration Contest. One student placed fourth in the Job Interview Contest.

- An Applied Math class was created in response to a need determined by KeyTrain testing. It is designed to increase simple math skills including fractions and percentages, along with instruction on how to read tape measures. These basic skills are required for meaningful jobs in the North Dakota job market.
- An analysis of the library prison system showed the average age of the collection to be over 22 years. With the support of top management, funding was provided to update the 4 library facilities in early April 2009. After surveying the inmate population, the new acquisitions included books on all subjects relating to cultural materials, reference materials, magazines, and a wide variety of general interest books. Updating the DOCR library system is an ongoing process. Each item is cataloged into the system and checked out regularly by the patrons. This allows the librarian to determine what is being read and by whom.
- 142 inmates took advantage of correspondence courses with the help of a federally-funded grant. Success in the approach with this program has been questionable at best, with several inmates failing in self-motivation to follow through. This practice has since been re-evaluated and the approach has been changed to offer a 3-year cycle of general education courses through local community colleges, starting the fall semester of 2009.



Vocational Training / Industries:

- The Industries program, more commonly known as Rough Rider Industries, collaborated with several North Dakota private sector companies to help them address labor shortages their businesses experienced throughout the biennium. In doing so, Rough Rider Industries became an asset to the business community rather than a competitive detriment. This is a cost-effective program for taxpayers in that Rough Rider Industries generates its own revenues through the sale of products and services. This saves North Dakota taxpayers' dollars that would otherwise be needed for additional security and general-funded programs to avoid inmate idleness.
- The Industries program, on average, took 195 inmates out of the cell house each day and placed them into productive work in over 50 different skill areas. This not only took pressure off the security staff, but it allowed inmates who demonstrated





**Tax Payer-
Productive Citizen:**

“My name is James R. Hruby, and I spent 16 years in prison. During this time, I got my AA Degree and was fortunate enough to work for Rough Rider Industries. Rough Riders gave me the opportunity to learn skills within the Upholstery, Metal, Purchasing/Receiving, Furniture, and CAD divisions. I sincerely believe that without the opportunities provided and the generosity, trust and genuine belief in me from the staff at Rough Rider Industries and the Education Department, I would not be where I am today.

Currently, I am working in Jamestown, ND utilizing every experience received from RRI as a furniture salesperson. But it doesn't stop there. Due to my extended knowledge in all of the areas listed above, I am also being trained to manage the store with the possibility to work my way into ownership. All of this has nothing to do with luck but due to the success Rough Rider Industries has committed themselves to do for all of the inmates that have and will be a part of their team. I feel that a simple “thank you” just isn't enough but my gratitude will always be with each and every supervisor and teacher that helped me reach this current destination in life. Thank you, to everyone!”

Sincerely,

James R. Hruby

good behavior the opportunity to acquire job skills that will help them obtain employment upon release. Industries operate workshops in furniture, upholstery, metal fabrication, industrial and garment sewing, license plates and signs. Additional work opportunities are available in AutoCad, warehousing, inventory management and grounds maintenance.

- The Legislative Council updated conference rooms along with the Majority and Minority Senate and House offices with Rough Rider Industries furniture this biennium. Rough Rider Industries was the recipient of numerous compliments for its quality and appearance from many state officials and public citizens.
- A collaborative effort between Industries and Education and Bismarck State College to bring a vocational education welding program to the prison has made substantial progress. Bismarck State College has met numerous times with Industries and Education to discuss the vision of the program. Plans have been formulated to offer on-line instruction and simulated welding stations as well as the Bismarck State College mobile welding lab to provide testing for certification. Dr. Larry Skogen, President of Bismarck State College has been added to the Prison Industry Advisory Board.
- Industries and Education has coordinated efforts to bring new and innovative work and educational opportunities to female prisoners housed at the Dakota Women's Correctional and Rehabilitation Center. Discussions have taken place with the North Dakota Center for Technology & Business representing Verity, a remote order taking service for the quick service restaurant industry using home-based agents, Exact-Med/ United Tribes Technical College Transcription Training offering an advanced training in medical transcription and Bismarck State Collage offering training in the welding area as well as in the field of Certified Nursing Assistant (CNA).
- Equipment upgrades to the Industries program include a computerized numerical control router, a computerized numerical control lathe and a computerized numerical control Edgebander. New technologies require that today's workforce obtain up-to-date work skills to be successful.
- The DOCR has been provided a conditional certification by the Department of Career and Technical Education for those staff participating as instructors/trainers. This agreement will coincide with the Office of Apprenticeship and Training, U.S. Department of Labor programs. Industries staff may now be certified as instructors in fields involving cabinetry/ woodworking, welding/machinists, sewers/tailors, and upholstery. This means that inmates can begin to work towards completion of a certifiable apprenticeship program by tracking their hours spent learning and working in the Industries' shops.

Re-Entry Skills Training:

- Inmates were given the opportunity to express their concerns about readiness for release from prison. Feedback from inmates on the re-entry training reaffirms the need for interview skills, resume writing, and money management for those being released from prison. Answering the questions about having a felony conviction can be daunting for an ex-inmate.
- Job Service North Dakota provided training to the Industry and Education staff on the Work Opportunity Training Credit pre-certification. This program was implemented in July 2008. It provides an incentive to employers to hire individuals with a criminal background.
- Inmates near their release date may choose from a variety of pre-release instruction on basic living skills. Pre-release instruction is also provided through other DOCR departments in their respective areas of expertise. The Industries and Education pre-release instruction includes but is not limited to:
 - How to obtain housing
 - How to prepare a budget
 - Money management
 - Interviewing skills
 - Resume and job applications
 - How to address a criminal record with potential employers
 - Job fairs
 - Career options
 - How to re-establish credit



Transition – Job Placement:

On April 30, 2009, a unique job fair took place. The 2nd Chance Job Fair was held at Job Service North Dakota in Bismarck with over 19 local employers represented and 50 available job openings. The evening was a success with over 350 participants attending. In preparation, applicants were provided several opportunities for job readiness classes within the community through the collaborating efforts of US Parole and Pretrial Services, Job Service North Dakota, and DOCR. Classes included information on resume writing, interview skills, and job search techniques.

One attendee commented that it was nice to walk in and not worry about reporting a felony conviction since all of the participating employers already had that piece of information. Much of the fear that comes with interviewing was removed in this event. It provided a level playing field where all an attendee had to do was sell his skills and abilities. Studies have shown that employed offenders in meaningful jobs are less likely to commit new crimes.



Administrative Services

Supervision and Related Correctional Programming Fees Program

DOCR Charge Credit Composite 07/01/2007 thru 06/30/2009

Debits Section

Supervision Fee	\$4,069,953
PSI Fee	\$47,800
Correctional Program	\$316,401
Refund Overpayment	\$4,750
NSF Check	\$12,917
IC Application Fee	\$78,000
IC Travel Permit Fee	\$48,840
Total Debits	\$4,578,661

Cash Credit Section

DOCR Fund 379	\$2,781,461
DOCR Fund 321 – IC	\$112,505
Total Cash Credits	\$2,893,966

Non-Cash Credit Section

Waiver of Total Payment	\$172,499
Monthly Payment Reduce	\$45,385
Community Service Credit	\$100,190
Incarceration Credit	\$139,829
Treatment Credit	\$95,587
Not in System Credit	\$495
Referred to Collection	\$706,978
Non-Collectable Abscond	\$211,149
Out of State waiver	\$33,876

Total Non-Cash Credits \$1,505,988

The 1993 Legislative session created the Supervision Fee program (NDCC 12-1-32-07 (2)) to assess fees to offenders for various correctional programming including supervision. This program was created to off-set some of the general funding for DOCR programs. Since the inception, the supervision monthly fee rate has increased from \$30 a month to its present rate of \$45 a month. The DOCR also assesses \$50 for the preparation of a Pre-Sentence Investigation. The DOCR has various other correctional fees for Sex Offender GPS, Sex Offender Polygraph testing, DOCR Director's Correctional Programming, and DOCR community-provided housing for offenders.

Interstate Compact for Adult Offender Supervision

It is the purpose of this Compact, and the National Interstate Commission created under this compact, to provide the framework for the promotion of public safety and to protect the rights of victims through the control and regulation of the interstate movement of offenders in the community. The Compact also provides for the effective tracking, supervision, and rehabilitation of these offenders by the sending and receiving states.

In addition, this Compact is intended to create an interstate commission that will establish uniform procedures to manage the movement between states of offenders placed under community supervision and released to the community under the jurisdiction of courts, paroling authorities, or corrections or other criminal justice agencies that will promulgate rules to achieve the purpose of this compact.

Following several years of development, the National Commission launched an electronic web-based tracking system on October 6, 2008, known as the Interstate Compact Offender Tracking System (ICOTS). During the fall of 2008, all staff of the DOCR that needed access to ICOTS were trained. The DOCR's legacy database was uploaded into ICOTS. Since that date, all Compact information dealing

with individual offenders is inputted into ICOTS and transmitted electronically across the nation. This has reduced the amount of time needed to process requests and has made the process available for viewing by both the sending and receiving states.

Data from ICOTS

Total Active Offender on 6/30/09

	Parole	Probation	Dual	Total
Incoming	62	551	1	614
Outgoing	14	414	17	445

Incoming Case Activity (10/6/08 – 6/30/09)

Unique Cases Pending	30
Unique Cases Accepted	350
Unique Cases Denied	49
Unique Cases Closed	359

Incoming Reporting Instruction Activity (10/6/08 – 6/30/09)

Probationer living in Receiving State	108
Transferred Offender Returning to Sending State	32
Military Member	1
Lives with Family who are Military	3
Expedited	40

Crime Victims Compensation Program

Effective July 1975, the Crime Victims Compensation Program was legislatively established. It was the intent of the legislature to provide a method of compensating and assisting those persons, within the state, who were innocent victims of criminal acts and who suffered bodily injury or death.

Crime Victims Account

The state Crime Victims Account (CVA) was established in 1991. Legislatively mandated, the agency was designated by the Governor to administer the victims' assistance grants under the Federal Victims of Crime Act of 1984 to administer a crime victims' account in the state treasury. The money in the account must be distributed through grants to the Crime Victims Compensation program; private, nonprofit domestic violence or sexual assault programs; and to victim and witness advocacy programs whose primary function is to provide direct services to victims of and witnesses to crimes. \$200,000 in CVA grants was issued to 27 domestic violence and sexual assault agencies and victim advocacy programs.



2007-2009 Biennium Crime Victim Compensation Application Activity Includes:

- Pending on July 1, 2007 – 11
- Received – 756
- Approved – 561
- Denied – 172
- Pending on June 30, 2009 – 34
- \$1,556,773 issued to 568 victims
- Average claim = \$2,740.80

Federal Victims Of Crime Act

The Federal Victims of Crime Act (VOCA) was established in 1984. The Victims of Crime Act was also established, as a part of the Crime Victims Fund, to make funds available to all states to provide financial support for eligible crime victim assistance programs. \$2,315,000 was issued to 37 domestic violence and sexual assault agencies, victim advocates and child advocacy centers. These agencies provided direct services to 28,014 victims.



Agencies / Programs Receiving Voca Funding Fiscal Years 2008- 2009 (7/1/07 – 6/30/09)

Program	City	Amount
01 Abuse/Rape Crisis Center	Grand Forks	\$163,847
02 Abuse Adult Resource Center	Bismarck	\$248,624
03 Abused Persons Outreach Ctr.	Valley City	\$64,142
04 DV & Rape Crisis Center	Dickinson	\$89,028
05 DV & Abuse Center	Grafton	\$62,166
06 Family Crisis Shelter	Williston	\$62,940
07 Abuse Resource Network	Lisbon	\$25,847
08 Kedish House	Ellendale	\$46,692
09 Women's Action/Resource Ctr.	Beulah	\$42,306
10 Rape/Abuse Crisis Center	Fargo	\$245,279
11 S.A.F.E. Shelter	Jamestown	\$65,787
12 Safe Alternatives for Abused	Devils Lake	\$58,705
13 DV Crisis Center	Minot	\$127,404
14 Fort Berthold Coalition / DV	New Town	\$45,070
15 Turtle Mt. Band of Chippewa	Belcourt	\$40,686
16 Family Crisis Center	Bottineau	\$43,738
17 Domestic Violence Program	Stanley	\$24,696
18 Three Rivers Crisis Center	Wahpeton	\$48,832
19 McLean Family Resource Ctr.	Washburn	\$49,307
20 Crime V/W Program (CVIC)	Grand Forks	\$96,336
21 Stutsman Co. V/A Program	Jamestown	\$33,899
22 Walsh Co. V/A Program	Grafton	\$31,542
23 Williams Co. V/W Assistance	Williston	\$27,150
24 Bismarck/Burleigh Co. V/A	Bismarck	\$58,204
25 Cass Co. V/W Program	Fargo	\$58,806
26 Stark Co. V/W Program	Dickinson	\$42,281
27 Four Co. V/W Assistance	Hettinger	\$8,015
28 Pembina/Cavalier V/A Program	Cavalier	\$25,995
29 Standing Rock Sioux Tribe	Fort Yates	\$16,279
30 Dakota CAC	Bismarck	\$95,170
31 Spirit Lake V/A Program	Fort Totten	\$57,812
32 ND DOCR (Adult)	Bismarck	\$69,950
33 Family Crisis Ctr. V/W	Bottineau	\$24,440
34 ND DOCR (Juvenile)	Bismarck	\$21,529
35 Traill Co. V/W Program	Hillsboro	\$24,440
36 Red River CAC	Fargo	\$40,725
37 ND C.A.W.S.	Bismarck	\$11,910



Women Services

The 2003 Legislative Assembly passed House Bill No. 1271, which directed the North Dakota Department of Corrections (DOCR) to contract with the county entities for the housing of female inmates sentenced to the DOCR. The Southwest Multi-County Correctional Center was awarded the contract and has been housing DOCR-sentenced female inmates at their facility in New England, Dakota Women's Correctional Rehabilitation Center, since November 2003. Dakota Women's Correctional Rehabilitation Center is a 126-bed women's prison located in New England, ND. The facility consists of a 70-bed minimum unit, a 40-bed medium unit and a 16-bed orientation. It also has a five-bed special management unit. DWCR has 62 employees. Eight of those staff are shared with Southwest Multi-County Correctional Center in Dickinson, ND.

Population

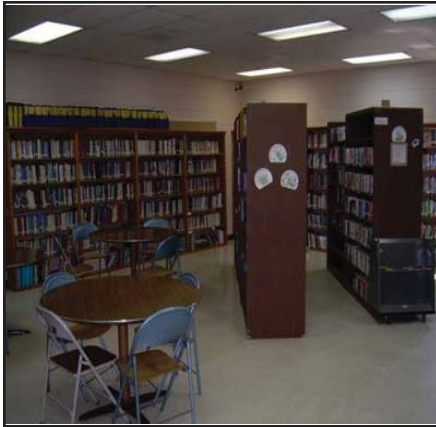
Following more than a decade of steadily rising numbers the female inmate population may be showing signs of stabilizing. The average daily female inmate population during the biennium was 153. About 73% of female inmates are serving sentences for non-violent offenses, allowing for large numbers of this population to serve a portion of their sentence in a community setting. The community programs accessed for minimum custody level female offenders are a 30-bed unit Tompkins Rehabilitation Corrections Center for chemical dependency treatment programs and halfway house placements in Mandan and Fargo for transitional services. Centre Halfway Houses in Mandan and Fargo completed remodeling and expansion programs in 2007 and 2008. These remodeling projects not only greatly increased the number of beds available for DOCR-sentenced male and female offenders, but also include a move away from operating co-ed facilities to operating facilities providing totally separate housing units and programming for female offenders. The department averaged about 47 female offenders in halfway house beds during the biennium. Centre, Inc. has placements available for female inmates, parolees, and probationers under contract with the DOCR.

Treatment & Programming

Physical, sexual and emotional abuse are very common in

Mission Statement:

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



the life histories of female inmates and can be the source of substance abuse problems or the result of the involvement in a lifestyle revolving around substance abuse. To address these issues, female inmates are provided a full range of correctional services and programs to address their gender specific needs. The contract facilities offer programming in the areas of substance abuse, cognitive restructuring, anger management, trauma and loss, living skills, healthy relationships, as well as mental health services and sex offender counseling.

Education

Traditionally, female inmates as a group have poor employment histories and few job skills. Education is an important factor in the rehabilitation process and Dakota Women's Correctional Rehabilitation Center strives to provide programming consistent with the needs of the female inmate population. Dakota Women's Correctional Rehabilitation Center Education Department offers the following; GED/ABE classes, computer classes, a welding program, parenting classes, social skills class, healthy lifestyles, college correspondence courses, and a pre-release program. Female inmates at Dakota Women's Correctional Rehabilitation Center also have an opportunity to take college classes for credit via interactive television through a cooperative agreement with Dickinson State University. Added in this biennium was a data entry specialist program, a two year program involving classes offered on site and over Interactive Video Network at Dickinson State University. Recently, Dakota Women's Correctional Rehabilitation Center was approved for an apprenticeship program through the Department of Labor, allowing inmates to earn certificates in several trades.



Industries

Prairie Industries is the industrial work program at Dakota Women's Correctional Rehabilitation Center. The program provides an opportunity for twenty female inmates to learn job skills that will enhance employment options after release. A cut and sew operation is located on-site and the items produced include hospital gowns and scrubs, t-shirts, prison uniforms, coveralls, jackets, and bedding. Prairie Industries also provides services to a number of local businesses.



Dog Program

In March 2009, Dakota Women's Correctional Rehabilitation Center started a program to provide foster care for abandoned and neglected dogs saved by Oreo's Animal Rescue in Dickinson. Inmates provide basic dog obedience training and upon completion of the two to three month program, the dogs are returned to

the shelter with a much higher probability of being adopted.

For the Future

Staff at all four contract facilities work closely with DOCR staff on Transition from Prison to Community projects, as well as in the development of gender responsive programming for the female inmate population. We will continue to explore new programming opportunities in the coming year and have several self-paced educational/vocational programs in the development phase through partnerships with local colleges and universities.



Transitional Planning

Transitional Planning Services was established within the Division of Adult Services on October 1, 2007, as part of the reorganization of the department. Transitional Planning Services is a team collaboration whose mission is to effectively advance the department's efforts to manage offenders' risk of recidivism as they move throughout our correctional system in order to ensure public safety and preserve the rights of victims.

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

The staff is comprised of a Deputy Director for Transitional Planning Services who also serves as the clerk to the North Dakota Parole Board, a Transition from Prison to Community Manager, a Classification and Transportation Manager, an Intensive Transition Program Coordinator, a Victim Services Coordinator, four Corrections Agents and four 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 include: Victim Services, Transition for Prison to Community Initiative, Offender Assessment, Case Planning, Parole Board, Inmate Classification, Transportation Coordination, Managing Noncompliant Behavior, and Inmate Discharge and Movement.

Victim Services

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

The Victim Service Program provides post-sentencing services to victims whose offenders are in the custody of the DOCR. Services include notifications regarding specific movement and status changes of offenders, referrals for services, safety planning, and coordinating Parole Board appearances. The Victim Service Program works closely with other local, county and state agencies on various victim issues and concerns. As well as working to educate DOCR employees and the community regarding victim related laws and policies to ensure that victim's rights are being protected.

Victim Service Provided

Throughout the biennium the Victim Service Program has provided 2,055 victims with a variety of victim services.

Types of Victimization

Child Physical/ Sexual Abuse	239
Domestic Violence	104
Adult Sexual Assault	144
Survivors of Homicide Assault	130
Other (Robbery, Aggravated Assault, Harassment, Menacing, Reckless Endangerment, Kidnapping, Terrorizing, Theft of Property, Burglary, Unlawful Imprisonment, Felonious Restraint, Arson, Criminal Trespass & Mischief, Unlawful Entry MV)	1388
Total Crime Victims Served	2055

Types of Services Provided

Criminal Justice Support/Advocacy:	1525
Follow- Up:	601
Personal Advocacy/Crises Counseling:	22
Telephone Contact/Info Referral:	233
Other (letter, email):	343
Total Service Provided	2724

Services and Achievements

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

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



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

Recently, as a way to ensure victims are benefiting from the services provided by the Victim Service Program, a satisfaction survey was created and sent out to victims. The sample was a randomly selected group of victims that have been receiving services from the Victim Service Program.

Another helpful service that the Victim Service Program continues to provide is information and education to victims and the public regarding other statewide victim services. The Victim Service Program website is a good resource for victims to access. The website provides information regarding state and national victim resources, as well as an application and information for Crime Victims Compensation. The website also provides easy access to the ND SAVIN link, a link to the Fair Treatment of Victims and Witnesses laws (NDCC 12.1-34), as well as the various victim/witness programs throughout the state. You can find all this information by going to the DOCR website: <http://www.nd.gov/docr/programs/victims.html>

A major accomplishment this past year has been going live with the North Dakota Statewide Automated Information and Notification system (SAVIN). The DOCR has been working diligently with the North Dakota Information and Technology Department and the Criminal Justice Information Sharing (CJIS) to be able to provide this service to victims. Victims can utilize the North Dakota Statewide Automated Information and Notification system as a way to register so they may be notified by phone or email of status changes regarding a specific offender. The North Dakota Statewide Automated Information and Notification system is not only a great source for notices, but it is also a source of information for victims, the public and various statewide law enforcement agencies. The DOCR continues to develop and improve the type of information and notifications provided by the North Dakota Statewide Automated Information and Notification system.

This past summer marked the first year of the Victim Assistance Academy for North Dakota (VAAND). The DOCR Victim Coordinator was among the first graduating class. The Victim Assistance Academy for North Dakota provided victims and various professionals the opportunity to receive training and education regarding victim issues, laws, and programs throughout North Dakota. Professionals from varying agencies across the state were able to receive information about additional services being provided throughout communities in North Dakota. The education received during the academy will be utilized to enhance the services and information

provided to victims across the state of North Dakota.

Along with educating victims and the public, the Victim Service Program recently began implementing a victim impact class for all new arriving offenders within the institution. The class briefly covers different ways crime can impact victims, community and the offender's family. It also educates the offenders of victim rights and services for victims. The Victim Service Program also developed a set of guidelines for offenders if they would like to write a letter of accountability. Often, offenders are interested in writing a letter to a victim, accepting responsibility for their behavior, but struggle with what to say, so the guidelines were developed as a tool that can be used. Offenders are encouraged to never send a letter directly to a victim, but to work with the Victim Coordinator. This allows the victims to have a choice about receiving letters, and it ensures that court orders prohibiting contact are not being violated.

Offender Re-Entry And The Transition From Prison To Community Initiative

The Transition from Prison to Community Initiative (TPCI) is the state-wide initiative to transition inmates back to the community from incarceration at the Department of Corrections and Rehabilitation (DOCR) in a safe, effective manner. In 2004, the National Institution of Corrections selected North Dakota as one of eight states to receive a technical assistance grant for participation in the initiative.

Transition from Prison to Community has an oversight committee, the Transition Leadership Team. Membership consists of state, local, and private department leaders of stakeholder agencies who have an interest in public safety. This team reviews Transition from Prison to Community actions on a state-wide level. They have chartered the Transition Steering Committee to work on issues that impede successful inmate transition.

Transition from Prison to Community consists of three tenants:

- Collaboration - The DOCR working closely with state, local, and private agencies that have a stake in public safety to craft evidence-based policies.
- Transition from Prison to Community Initiative Model - Utilize the model (below) to improve outcomes at each decision point of an offender's movement through the system.
- Organizational Development - Empower staff throughout the agency to develop their skills in working with offenders to improve outcomes and reduce recidivism.

North Dakota utilizes a "Recidivism Reduction" philosophy in

managing the offender population. This means our practices are based on evidence that is consistent with recidivism reduction. Reducing recidivism (offenders returning to incarceration within 3 years of release due to a new crime), leads to reducing the commission of new crimes...LESS CRIME = FEWER VICTIMS = SAFER COMMUNITIES.

Since the goal is recidivism reduction, we must first assess the criminogenic risk and needs of offenders, and then apply evidence-based programming to reduce that risk. "Criminogenic risks" are characteristics producing or tending to produce crime or criminal activity. The criminogenic risk assessment the NDDOCR utilizes is the Level of Services Inventory-Revised (LSI-R). The LSI-R consists of ten criminogenic risk domains that are both static (do not change) and dynamic (may change over time). Utilizing the information from the LSI-R, case plans are developed for every inmate, and higher-risk offenders on parole and probation to target the greatest criminogenic risk areas in an effort to reduce that risk. The DOCR offers programs in its facilities and referrals to stakeholder agencies in the community (such as drug and alcohol treatment, education and vocational training, anger management, family counseling, sex offender treatment, etc...) that target criminogenic risk. If the offender successfully completes the programming, the criminogenic risk is reduced, therefore reducing the person's likelihood of returning to prison.

The Transition from Prison to Community Initiative is committed to identifying barriers to successful inmate transition and enhancing evidence-based services for all offenders supervised by or sentenced to the custody of the DOCR. The over arching goal is to improve public safety and reduce crime while efficiently utilizing taxpayer resources to make safer communities in North Dakota!

Offender Assessment

A sentencing report is completed on every offender sentenced to a DOCR facility based upon the Addiction Severity Index (ASI) and the Levels of Service Inventory Revised (LSI-R) hybrid appraisal.

In March 2008, staff from Transitional Planning Services and Institutional staff met to develop a sentencing report policy as a combined effort to ensure a quality, professional report that is widely used throughout the department and outside agencies. The sentencing report is a dynamic document that is updated with information as the inmate moves throughout the correctional system. The report includes basic demographics, a listing of criminal offenses for which the individual is incarcerated as well as their projected good time release date, prior criminal record, a snapshot of the inmates 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.

During the 2007-2009 biennium, the division completed 2,157 sentencing reports. The sentencing report is used by the Case Planning Committee to help develop a plan for classification, housing and treatment while incarcerated and as the inmate(s) transitions from prison back into the community. The report is also used by the Parole Board when reviewing an inmate for parole.

Notifying Judges and States Attorneys

North Dakota Century Code section 12-59-10 requires the DOCR to notify judges and states attorneys of an inmate's upcoming Parole Board hearing. The process includes submitting via email the judges and states attorneys a document which includes the inmates' basic demographics and a photo. There is an area on this same document where the judges and states attorneys may type their response to the Parole Board and return it via email for the Parole Board to review.

Case Planning

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 who is sentenced to the custody of the DOCR goes through an orientation process, which lasts four weeks. During orientation, the inmate is assessed for medical, psychological, substance abuse, educational, other criminogenic risk and needs, as well as security. They are provided classes that explain various aspects of being in prison and issued the Inmate Handbook. Much of that information is gathered and documented in the Sentencing Report. At the end of the four week orientation, each inmate's case is reviewed by the Case Planning Committee to develop a map of the inmates' path through their incarceration. This map, or case plan, is based on each individual's unique situation, and moves to reduce criminogenic risk and needs. The Transitional Accountability Plan, is the document that each case manager reviews and updates with the offender to not only provide the offender with the plan that has been set forth, but also to document what that offender has done to reduce risk. The Transitional Accountability Plan includes offender demographic, legal, and risk information, as well as goals and strategies to reduce criminogenic risk. The Transitional Accountability Plan is meant to be a seamless document that is developed at the Case Planning Committee with a general

overview of resources, timing, and programs that will target that risk. The case manager will develop specific strategies that coincide with that plan, with input from the offender. Each case manager that works with the offender during that offender's custody and supervision with the DOCR will review and update the Transitional Accountability Plan to ensure it is meeting the goal of recidivism reduction. Each Transitional Accountability Plan is designed to successfully integrate that offender back into society in a safe, effective manner, and move the offender through the stages of the Transition from Prison to Community Initiative Model as it applies to the North Dakota corrections system.

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.

Parole Board Members:

- John Olson: Chairman
- Donna Jacobsen
- Beverley Adams
- Everett Nels Olson
- Dr. Richard Davison
- Budd Warren

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

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

During the 2007-2009 biennium, the North Dakota Parole Board was very instrumental in the transitional process:

- The board reviewed and took action on a total of 6411 cases.
- Average length of parole granted was 279 days.
- North Dakota has one of the lowest parole revocation rates in the United States with a 22.7% revocation rate. The national rate is about 56% according to the United States Bureau of Justice.

Parole Planning

An inmate'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 offenders who are parole eligible, programming and housing are directly linked to when an inmate is scheduled for parole review date. Every effort is made to ensure inmates are given an opportunity to engage in risk reduction programs, prior to their scheduled parole board appearance.

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

For the Future

As we look to the future, there is a significant amount of work that lies ahead. Through the Transition from Prison to Community Initiative, parole board initiatives, and other innovations in paroling and re-entry methodology there is hope for improvements that will yield positive results for our communities.

Inmate Classification

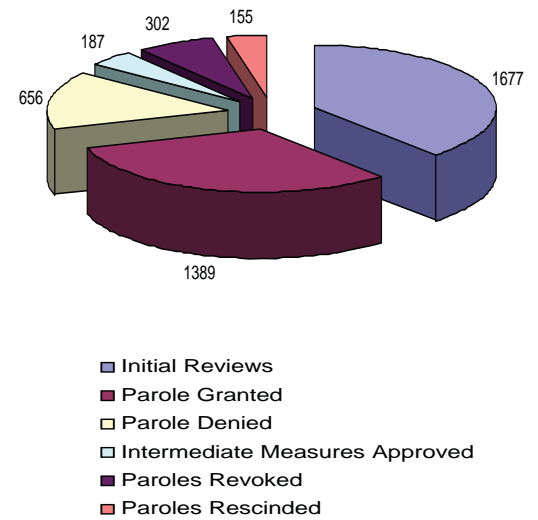
Inmate classification is an objective inmate risk assessment measure that seeks to predict behavior of inmates while in prison facilities. Classification results will place inmates into three categories: Minimum, Medium, and Maximum. The lower the rating, the less likely the inmate will engage in negative behavior, such as institutional misconduct or escape, while in a prison facility. The higher the rating, the more likely the inmate will engage in negative behavior while in a prison facility. Prison Administrators use classification assessment information to match offender risk potential to a facility design which can control the offender's behavior. In essence, classification ratings tell administrators which type of facilities the inmate should be housed in.

Offender Transportation & Movement

A prison system that has multiple facilities requires coordinated inmate movement. The North Dakota Department of Corrections and Rehabilitation moves inmates for the following reasons: 1) to fill beds when an inmate discharges; 2) to create space when needed; 3) so offenders can attend programs; and 4) as a result of inmate behavior.

Movement needs to happen when an inmate discharges because prisons administrators need to have open space in the

Parole Board Actions 7/1/07 - 6/30/09



prison system to accept new arrival prisoners. The movement cycle of an inmate usually includes: 1) an inmate arrives at the Orientation Unit; 2) a classified inmate moves to a longer term housing area; and 3) an inmate leaves a longer term housing area for their home communities. Inmates are continually moved through the system in this fashion, so a bed will be available in the Orientation Unit for these new arrival prisoners.

When programming is not available in all facilities, inmates are moved to the facility that has the program that the inmate needs. This allows the inmate to access the necessary programming that allows the offender the opportunity to change their behavior and be successful upon release.

When an inmate behaves well, good behavior is rewarded and the offender may be moved to a less restrictive or lower custody facility. Moving inmates in this fashion is also financially prudent so that high cost prison resources are not expended on inmates needing lower levels of prison resources. When an inmate behaves poorly, they are moved to more restrictive environments to ensure everybody's safety.

This biennium the department's need to transport offenders across multiple states became more apparent. The need to transport offenders among multiple states results from the following areas: 1) probationers and parolees who violate conditions of supervision while on interstate compact supervision need to return to North Dakota for revocation hearings before the court or the parole board; 2) probationers and parolees absconding to other states need to be returned to North Dakota; 3) inmates escaping from custody need to be returned to North Dakota; and 4) inmates need to be transferred to other states for housing due to special circumstances with the inmate.

The cost benefit analysis shows that once we need to travel over 1,000 miles to transport an offender, then it is more cost effective to fly to transport the offender than to drive. This biennium the department worked through new flying armed regulations enacted by the Transportation Security Administration. The department trained licensed peace officers on the Transportation Security Administration's flying armed regulations. The department worked with State Radio to develop a means to communicate the required information to the federal government to get permission to fly armed. The DOCR was the first agency in the state to fly armed under the new Transportation Security Administration regulations.

This biennium Adult Services and Juvenile Services started working together to develop a means to transport offenders across the state to meet the entire department's needs without using additional resources.

The department averaged approximately 11,000 miles a month this biennium safely transporting offenders by ground and air. The distance between the western and eastern borders of North Dakota is approximately 350 miles. The 11,000 miles is equivalent to driving the length of the state 31 times a month or making the trip on a daily basis.

Managing Noncompliant Behavior

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

Transitional Planning Services chartered a new position, an Intensive Transition Program Coordinator, in June of 2008. The mission of this position is to coordinate transition services for target offenders, improve transitional services, and reduce revocation rates for the Division of Adult Services so we can better allocate resources, target interventions, and improve coordination within the department as well as its partners. This position works in cooperation both with field staff, institutional staff and community resource providers.

The DOCR includes the 8 principles of effective interventions as defined by the National Institute of Corrections to manage offender noncompliance. The principles are:

1. Assess Actuarial Risk/Needs
2. Enhance Intrinsic Motivation
3. Target Interventions
4. Skill Train with Directed Practice
5. Increase Positive Reinforcement
6. Engage Ongoing Support in Natural Communities
7. Measure Relevant Processes/Practices
8. Provide Measurement Feedback

From June 1, 2008 – June 30, 2009, the Intensive Transition Program Coordinator has been involved in 883 case staffings with field staff. These staffings have been to discuss community interventions, revocation proceedings, sentence recommendations, or providing pertinent community supervision information for institutional staff.

Pre-Sentence Investigation Pilot

A Pre-Sentence Investigation Pilot project began in the Bismarck District on July 1, 2008. Sentencing recommendations are now drafted by the Intensive Program Coordinator, with approval by the District Supervisor. Sentencing recommendations are

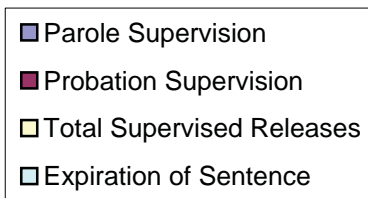
based on recidivism risk as measured by the LSI-R, sentencing considerations listed in North Dakota Century Code 12.3-32-40 (to include any mandatory sentencing or 85% truth in sentencing mandates), previous community supervision history, and necessary program time lines within the institution, if needed.

From July 1, 2008 – December 31, 2008, there were eighty-eight (88) Pre-Sentence Investigations submitted to the Court with the new sentencing recommendation format.

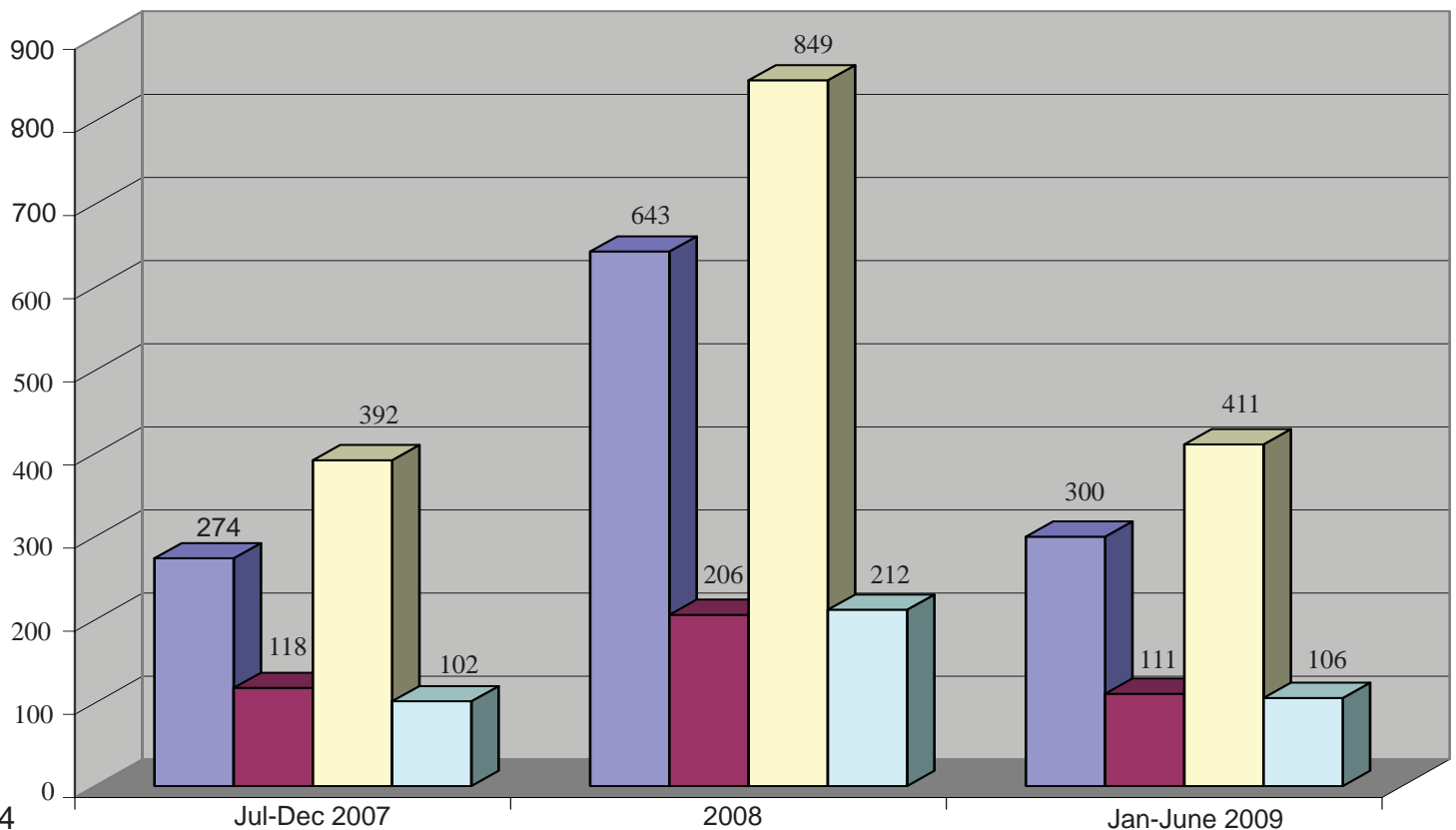
From January 1, 2009 – June 30, 2009, there were sixty-three (63) Pre-Sentence Investigations submitted to the Court with the new format sentencing recommendation format.

Discharge Planning & Coordination

Transitional Planning facilitates the transfer of offenders from prison to community supervision. We facilitated the transfer of 1,652 offenders during the reporting period. As offenders near their time of release and are set to begin parole or probation supervision, efforts are made to coordinate transportation to their next residence, provide instructions on where the offender is to report for supervision, and inform the offender about obligations such as sex offender registration requirements, firearms prohibitions, treatment obligations or no victim contact orders. Prison case managers and parole officers are also contacted in order to make



DISCHARGES FROM NDSP SENTENCES



sure that information is being shared in a timely manner.

Interstate Compact Release Planning

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

During the past biennium, approximately 147 inmates transitioning from a DOCR facility had their supervision transferred out of state through the interstate compact.

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

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