

North Dakota Department of Corrections and Rehabilitation



*Biennial Report
For The Period Covering
July 1, 2009 - June 30, 2011*

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NORTH DAKOTA
Department of Corrections
& Rehabilitation

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Jack Dalrymple, Governor
Leann K. Bertsch, Director

November 2011

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

Dear Governor Dalrymple:

I am pleased to submit the Department of Corrections and Rehabilitation 2009-2011 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.

Although we had many accomplishments in the 2009-2011 Biennium, there is still work to do. We will continue to build on our successes by utilizing proven best practices in every area of the agency. This report represents the current status of our efforts. I hope it improves the reader's understanding of that we're doing and why we're doing it and reflects the Department's efforts to keep North Dakota a safe place to live, work, and raise our children.

Sincerely,

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

Leann K. Bertsch
Director

Agency Overview

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

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

The 2009 Legislative Assembly approved a \$64 million addition and renovation project to the North Dakota State Penitentiary. The Department made great strides in upgrading the aging physical plant at the penitentiary. The project is scheduled for completion in December 2012.

The Department continued its efforts to equip offenders with the tools necessary to succeed upon release. During the 2009-2011 biennium, the Education Department implemented a welding skills training program with industry certification capabilities in collaboration with Bismarck State College. Read Right tutoring for adult inmates was implemented greatly increasing their literacy skills. To bring more job opportunities to offenders as they prepare for re-entry, Rough Rider Industries located its central commissary operation at the James River Correctional Center in Jamestown. Assuming the operation of commissary allows inmates working in the commissary to be trained in transferable skills in the fields of retail, warehousing, and inventory management.

The 2009-2011 biennium brought new structure and goals to the treatment department of the Adult Services Division. The structural change resulted in an increase in offenders served in both individual and group activities by nearly 150 percent. A redesign of our treatment programs was undertaken to ensure that policies, protocols, and practices

are supported by research to reduce recidivism and criminality.

The Parole and Probation Department took on new challenges with the passage of Senate Bill 2190. Parole and Probation was granted the authority to supervise sex offenders who are released in the community on civil commitment. This new responsibility was taken on by Parole and Probation at a time when we continue to experience a significant increase in the number of offenders under supervision. Parole and Probation added additional strategies to safely supervise offenders in the community. In 2010, Parole and Probation became part of a multi-agency Fugitive Task Force to allow for swift apprehension of probation violators. Parole and Probation continued its use of Global Position Satellite (GPS) to assist with monitoring high risk sex offenders. In addition to GPS technology, Parole and Probation began using Secure Continuous Remote Alcohol Monitor (SCRAM), an electronic device placed on an offender's ankle that monitors for the use of alcohol. The Department's continued efforts to effectively transition offenders from correctional supervision back to the community is reflected in the reduction in the percent of offenders on probation or parole returned to prison.

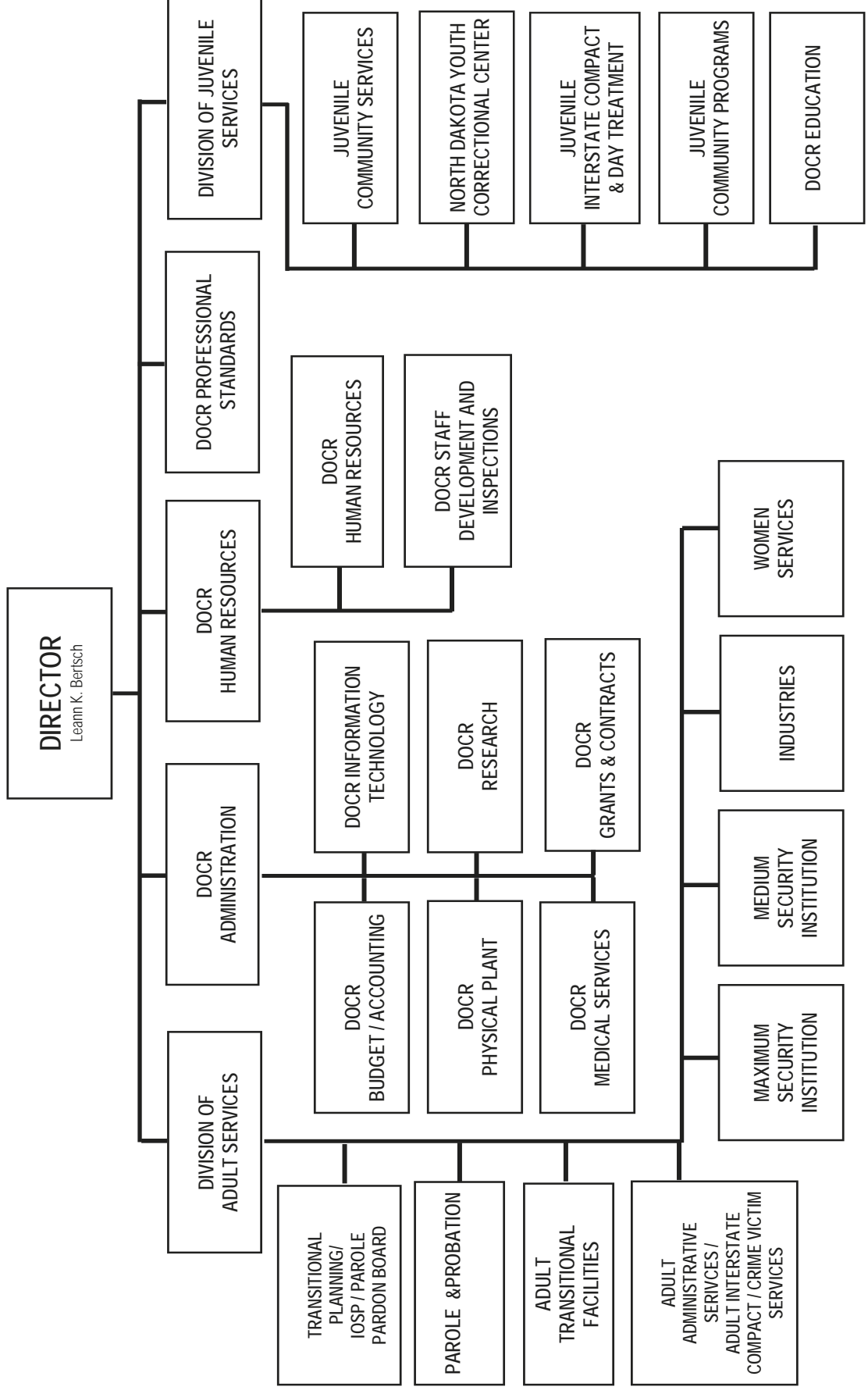
The Division of Juvenile Services is responsible for providing effective treatment services to delinquent youth while balancing the need for public safety. Assessment and classification is the corner stone of this process, as every decision made is based on these outcomes. Accurate assessment is crucial to managing safe and effective youth offender movement. Recognizing this, the Division of Juvenile Services synthesized assessment and classification services across its system, integrating the expertise available at the Youth Correctional Center with community corrections staff in order to complete the assessment process. The North Dakota Youth Correctional Center, having participated in the Performance-based Standards (PbS) system of continuous facility improvement since 1998. During the 2009-2011 biennium, the Youth Correctional Center exceeded standards in many critical outcome areas compared to facilities across the United States.

The 2009-2011 biennium was marked by many accomplishments, however, the historic flooding of the Missouri River in the Spring and Summer of 2011 will be remembered as the most significant challenge for the Department. The Missouri River Correctional Center located on the banks of the Missouri River in Bismarck was forced to evacuate as the flood water inundated the grounds of the prison. The staff and inmates worked tirelessly sandbagging and diking the facility prior to evacuating to the gymnasium of the Youth Correctional Center and the administration building at the James River Correctional Center. Their hard work saved the facility and allowed for their return with minimal damage four months later.

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

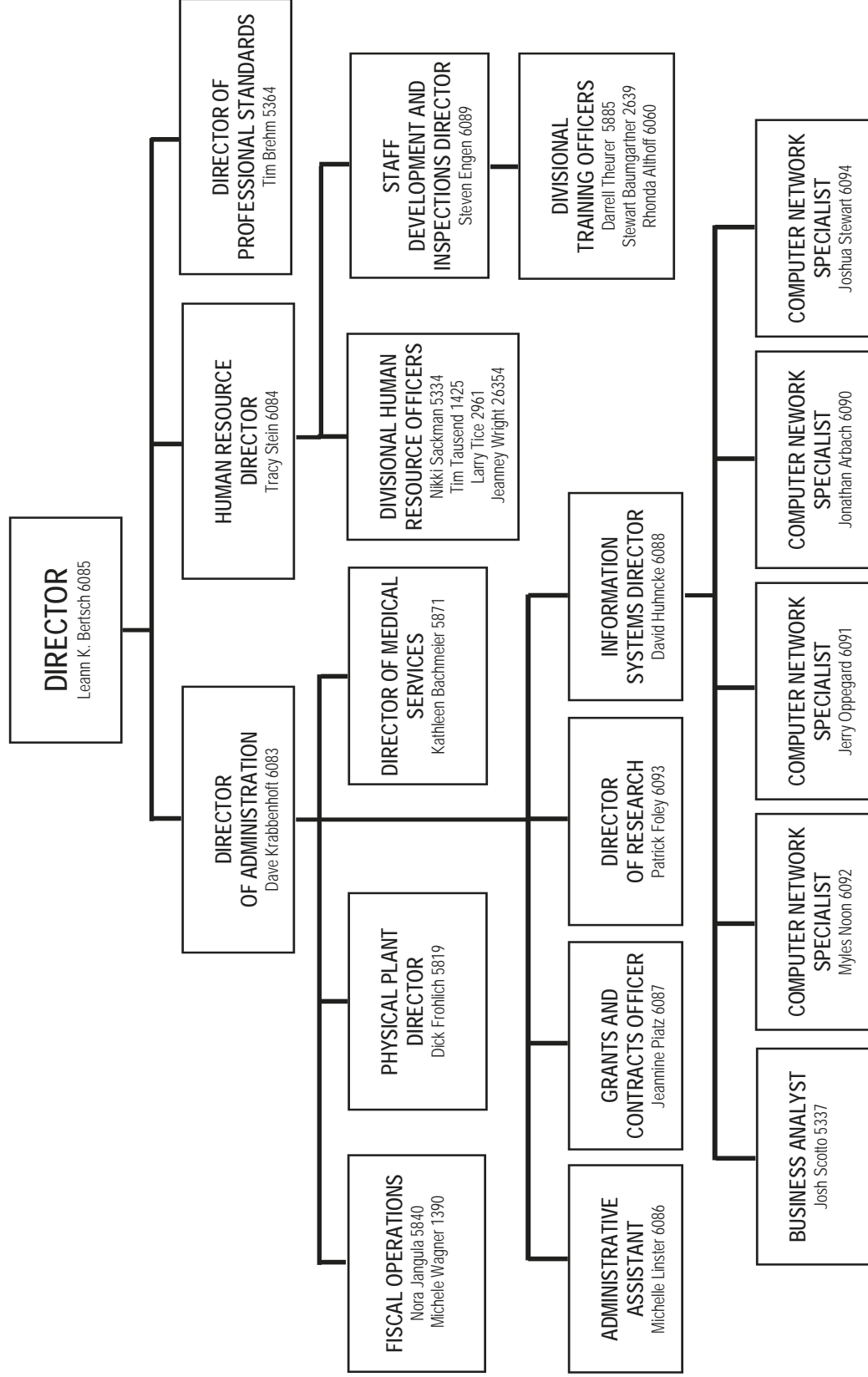
North Dakota Department of Corrections and Rehabilitation

DOCR Organizational Chart



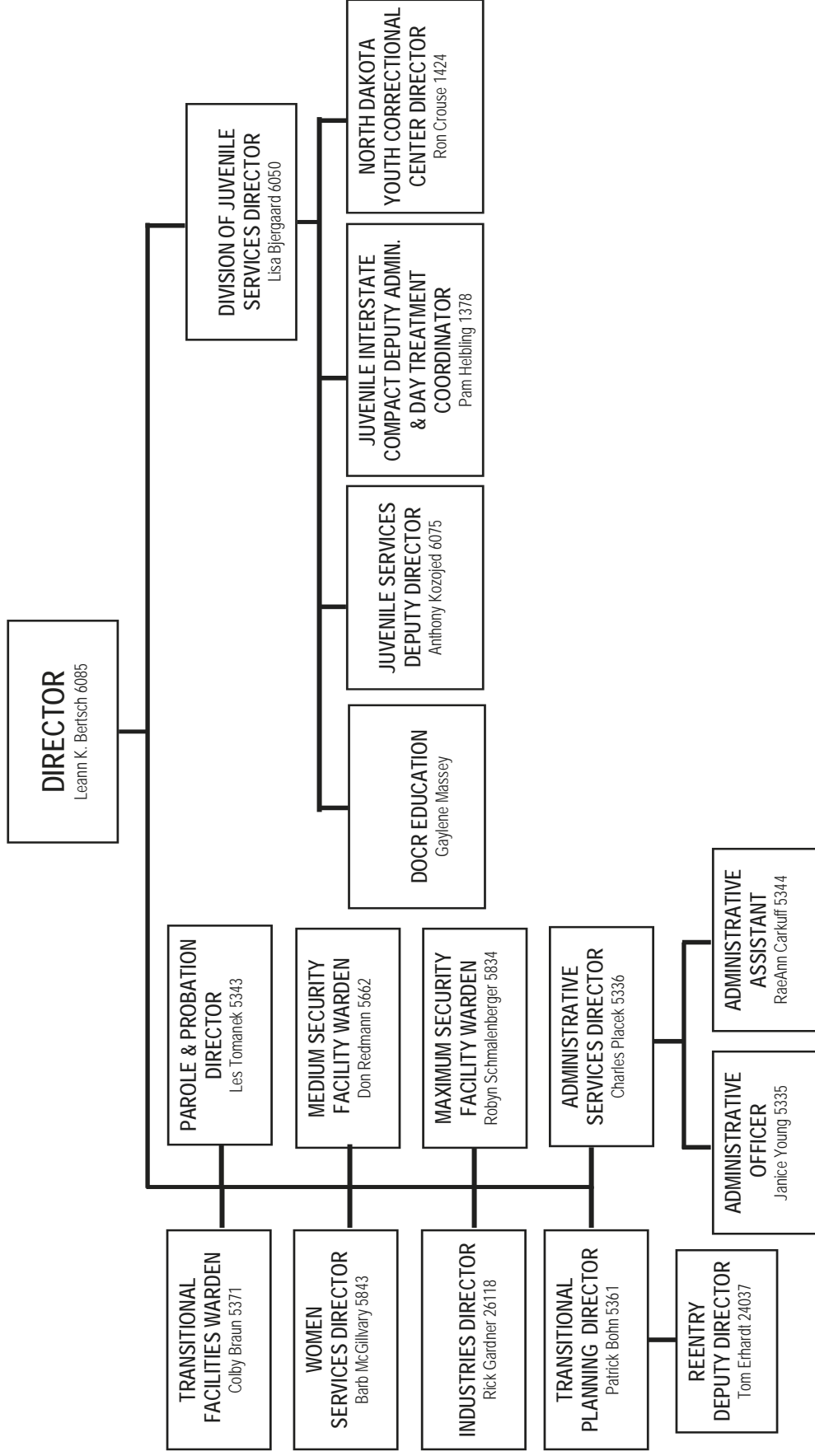
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Central Office Reporting Structure



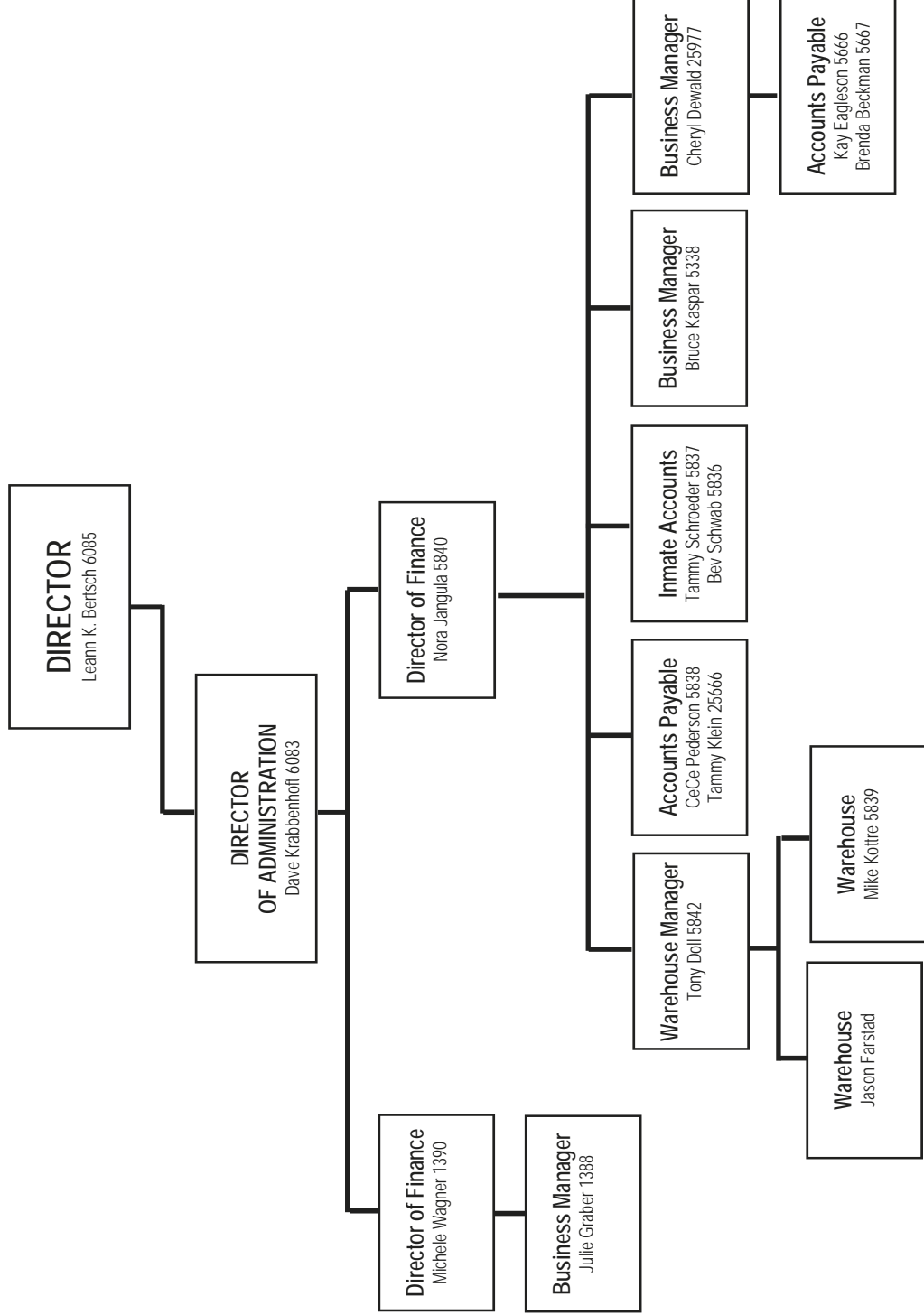
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Adult/Juvenile Management Reporting Structure



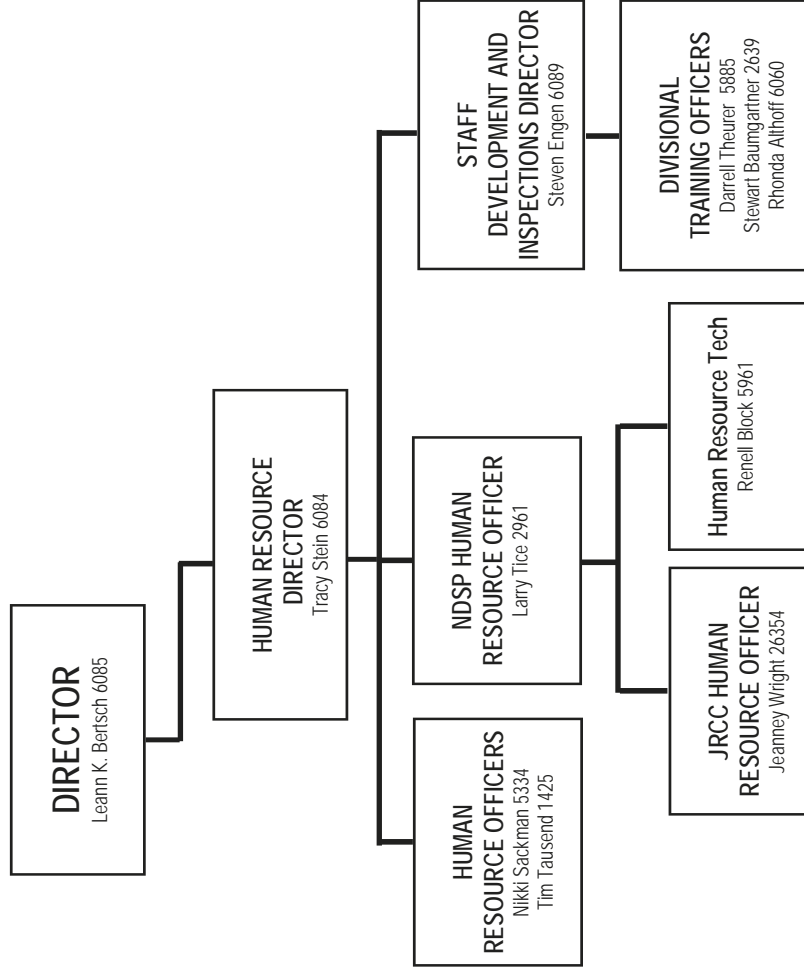
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Business Office Reporting Structure



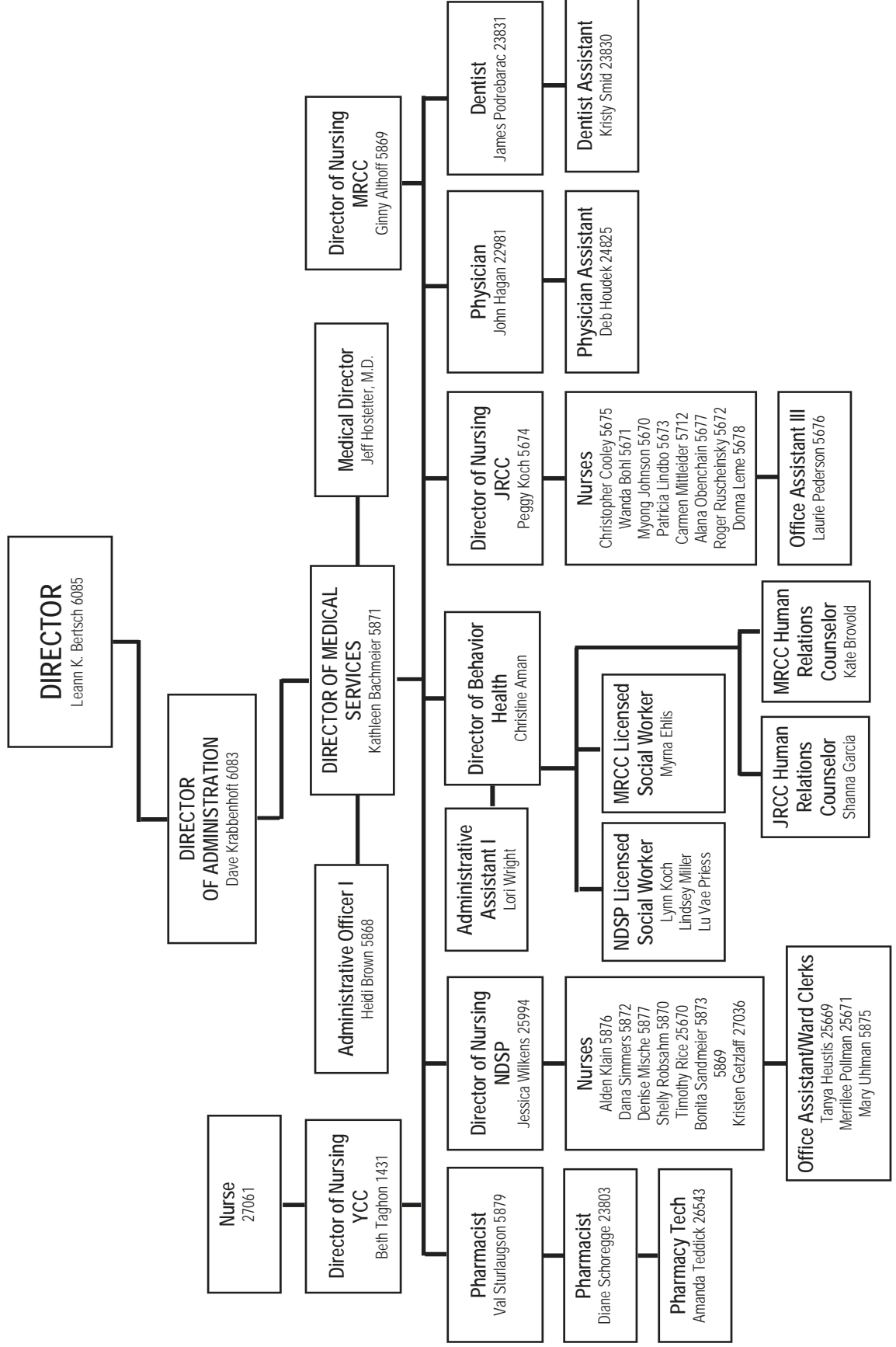
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Human Resources Reporting Structure



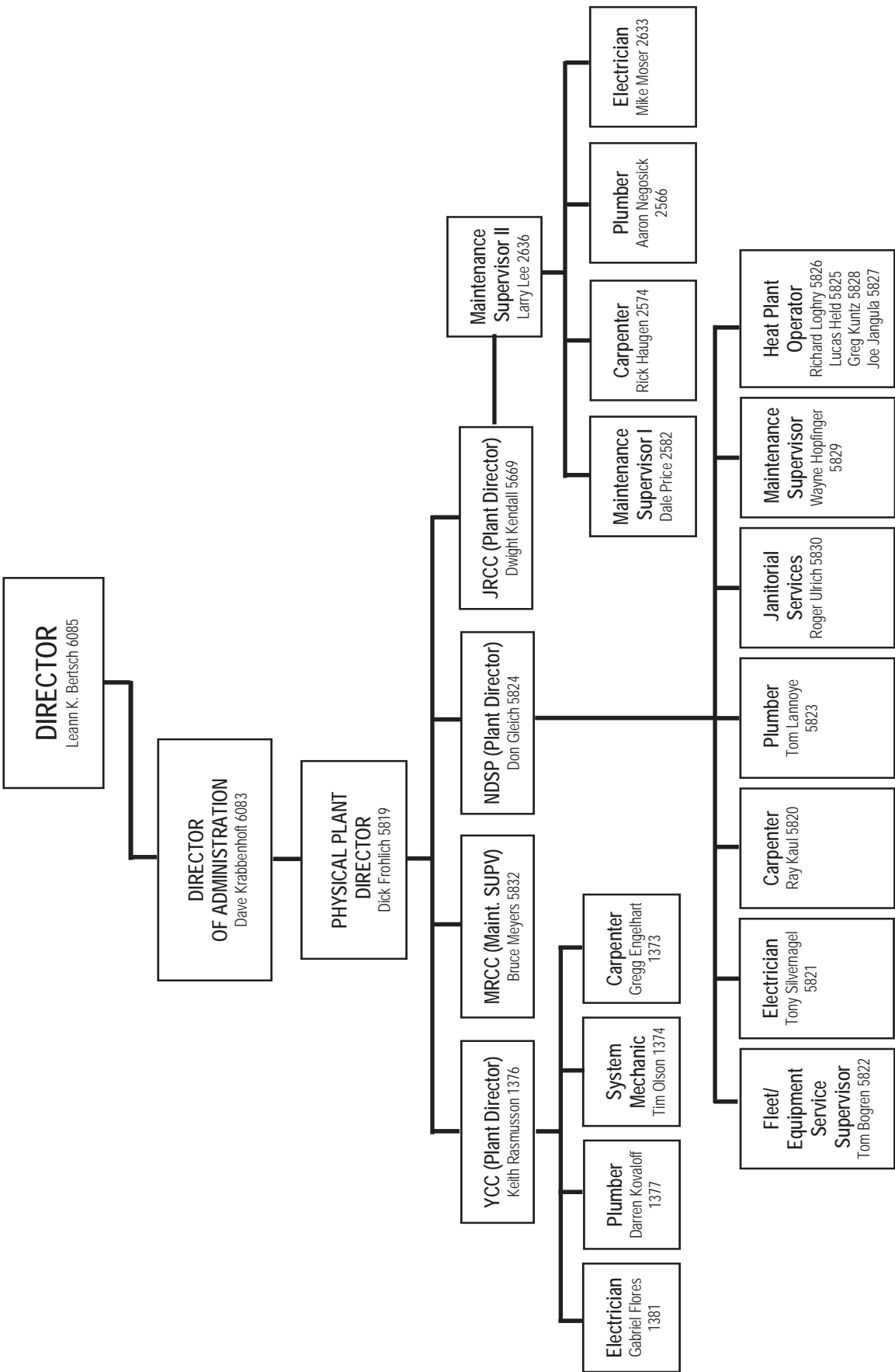
North Dakota Department of Corrections and Rehabilitation

Medical Department Reporting Structure



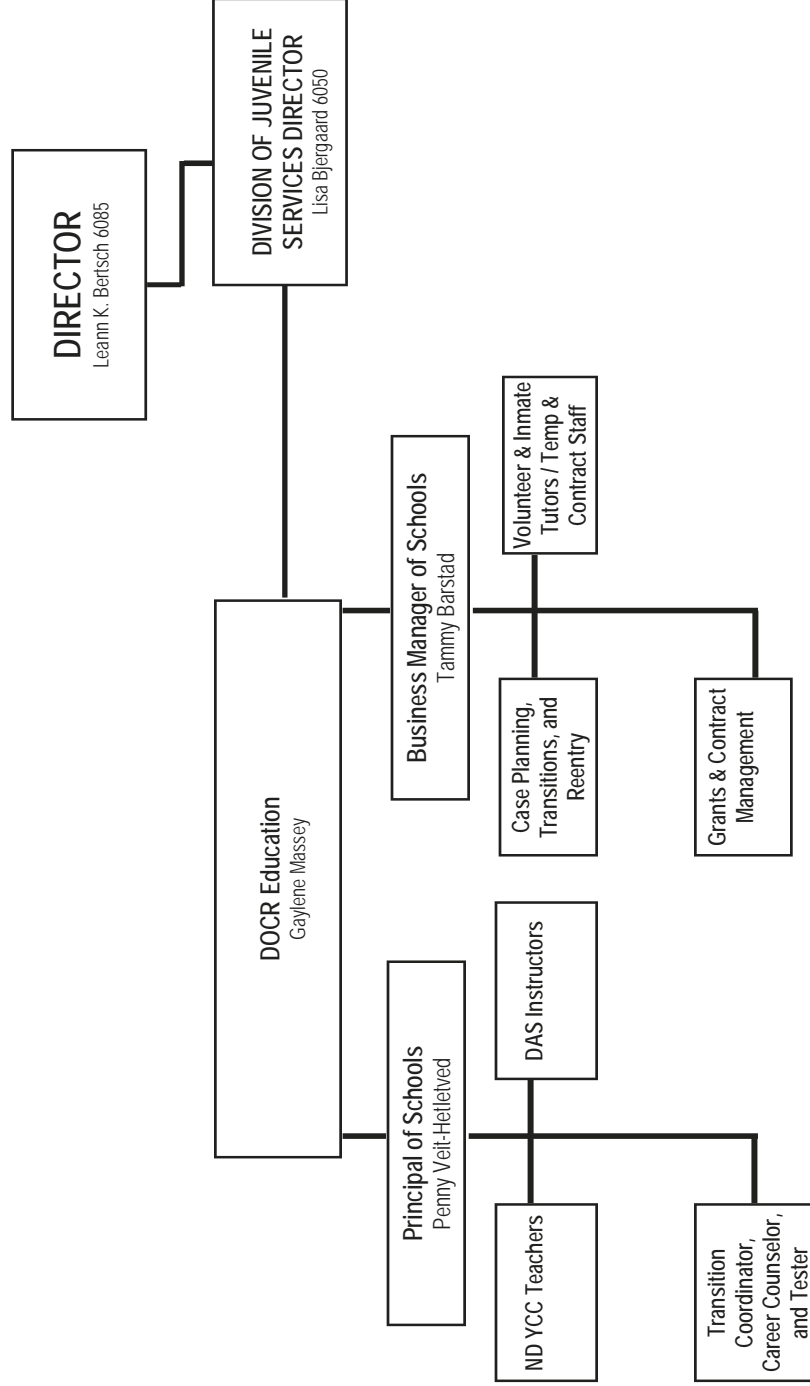
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Plant Services Reporting Structure



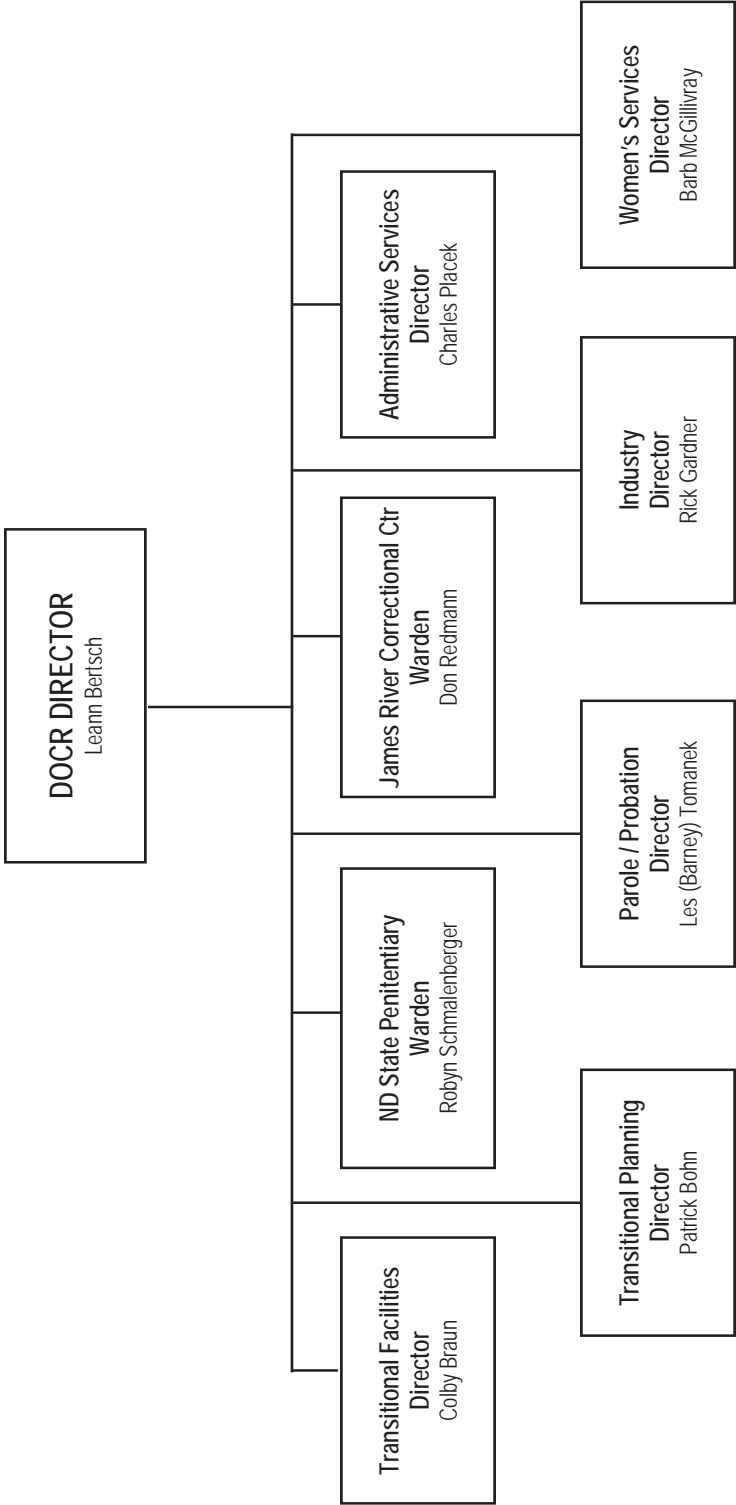
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DOCR Education Reporting Structure



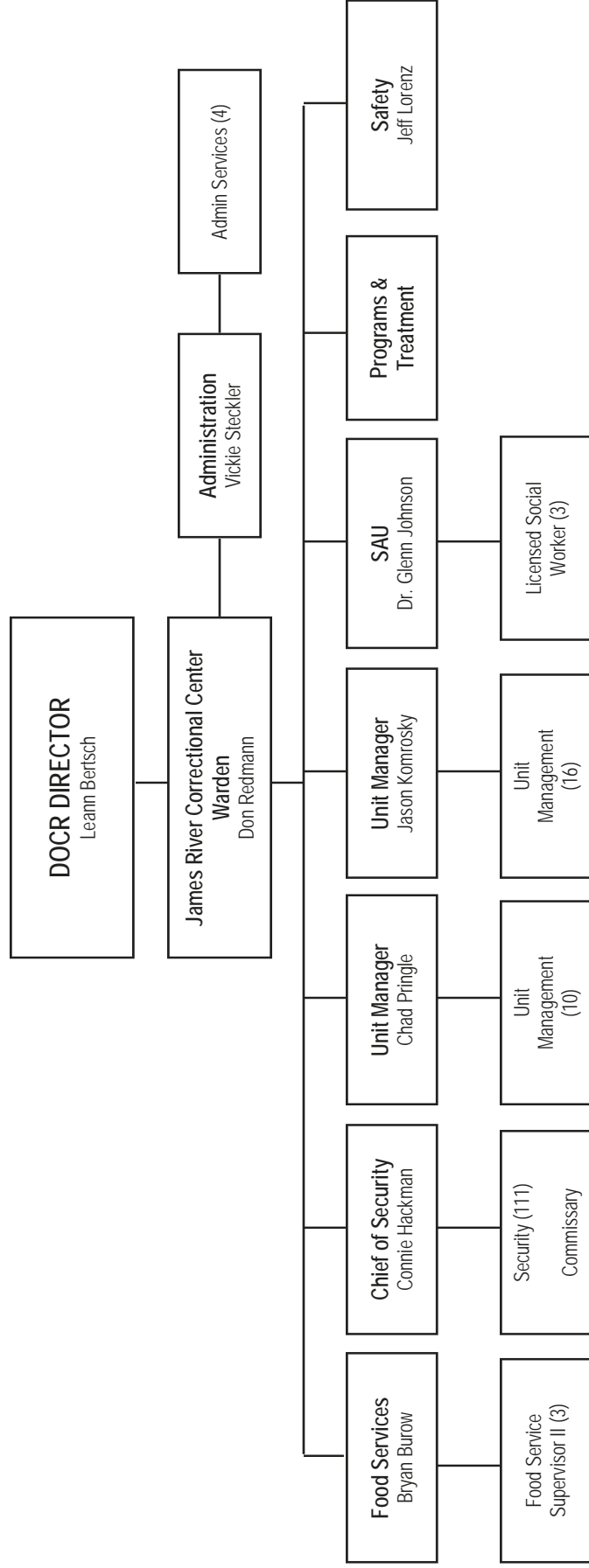
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Division of Adult Services Organizational Chart



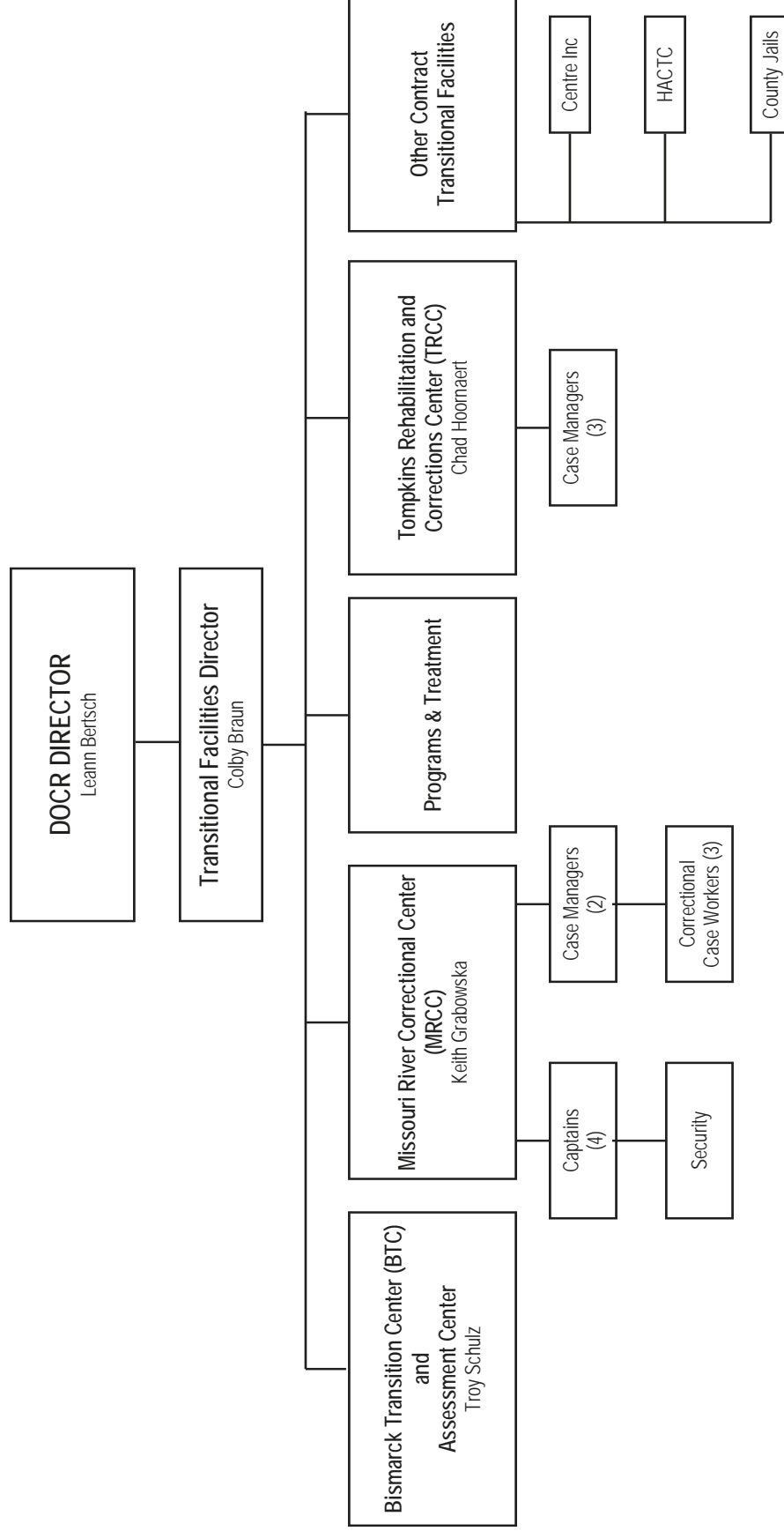
North Dakota Department of Corrections and Rehabilitation

James River Correctional Center



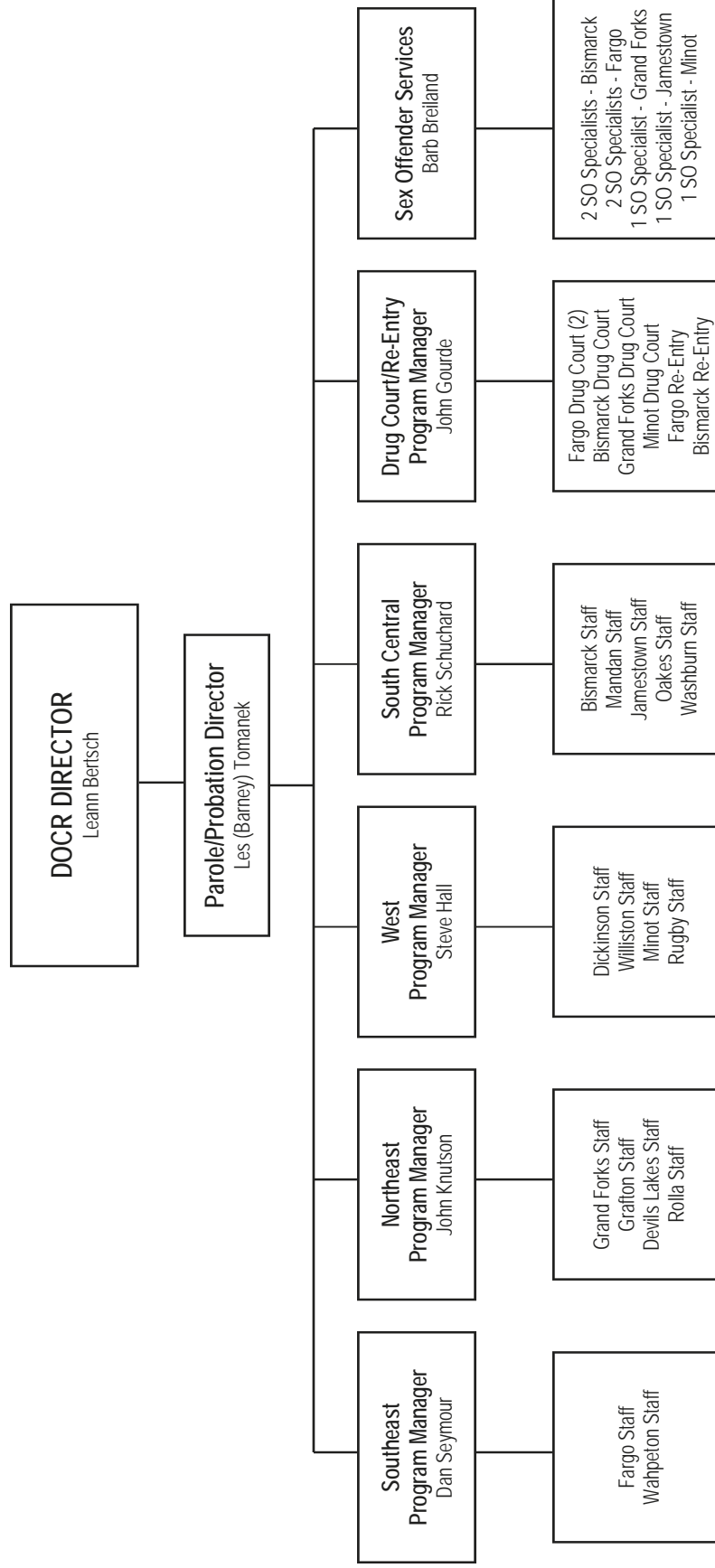
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Transitional Facilities



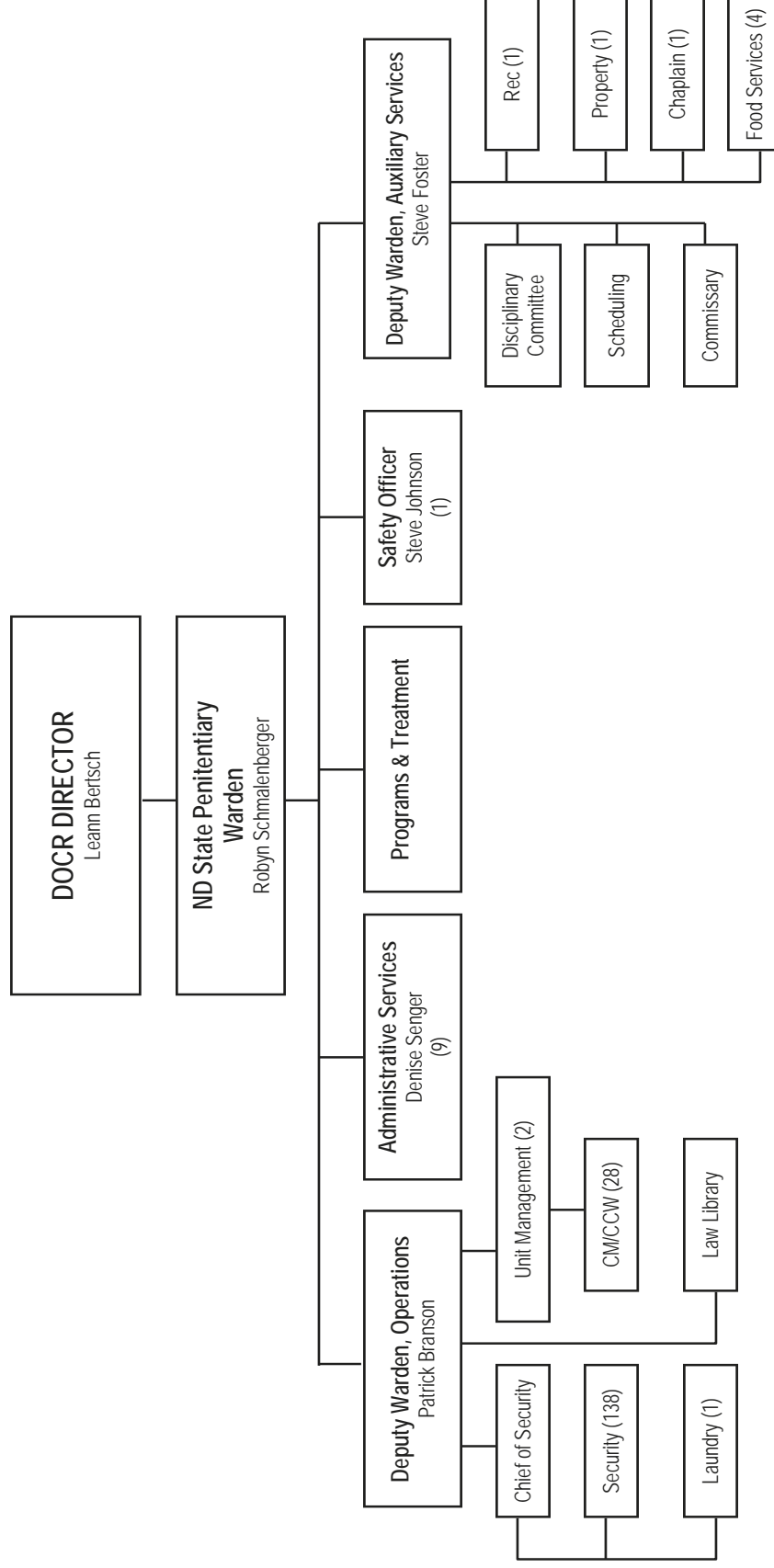
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Parole and Probation



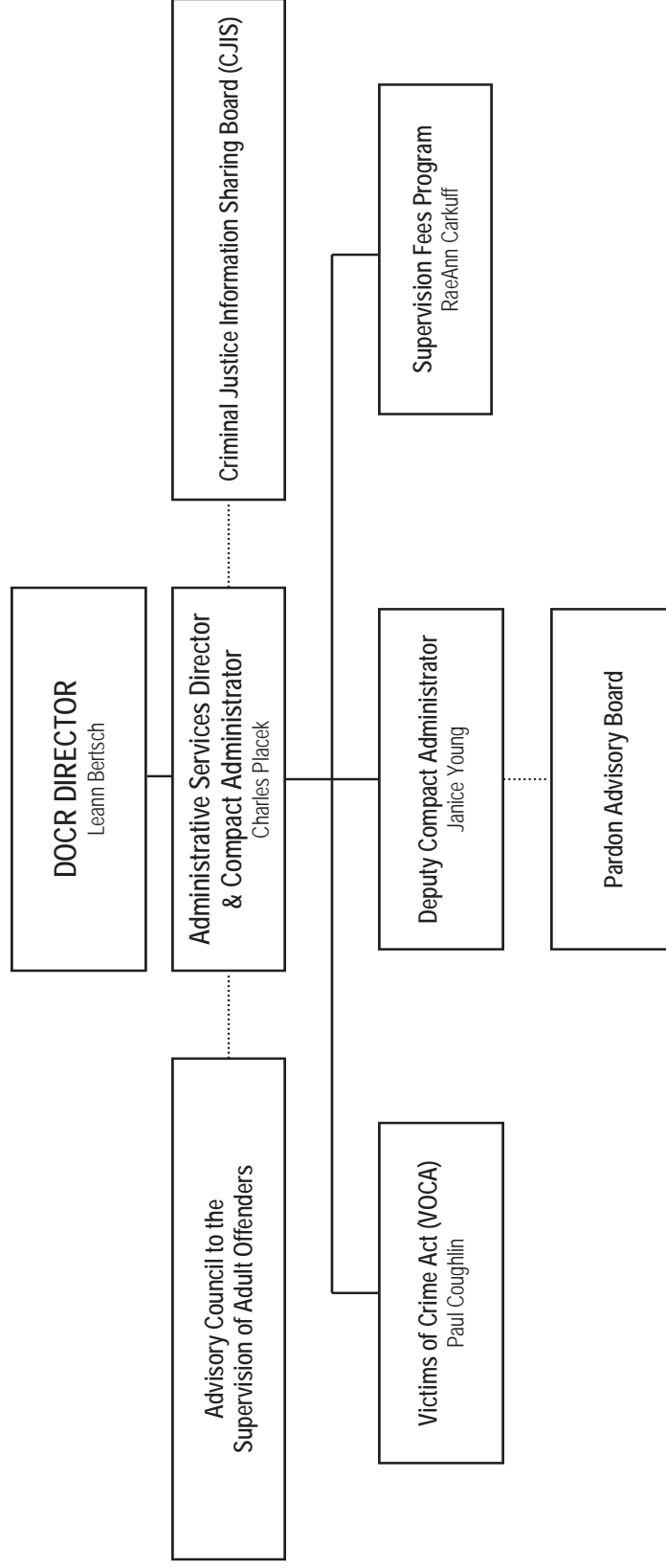
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North Dakota State Penitentiary



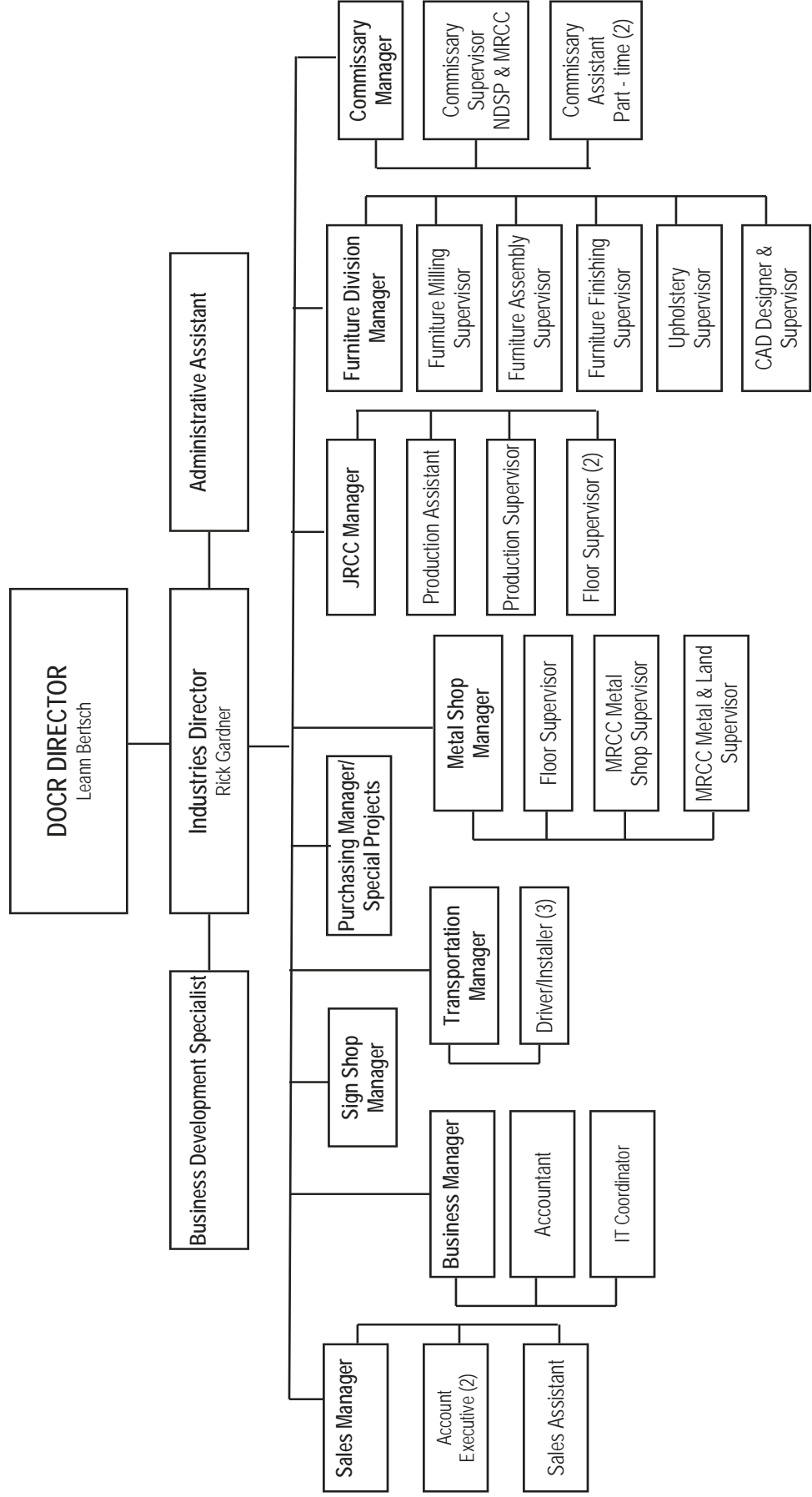
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Administrative Services



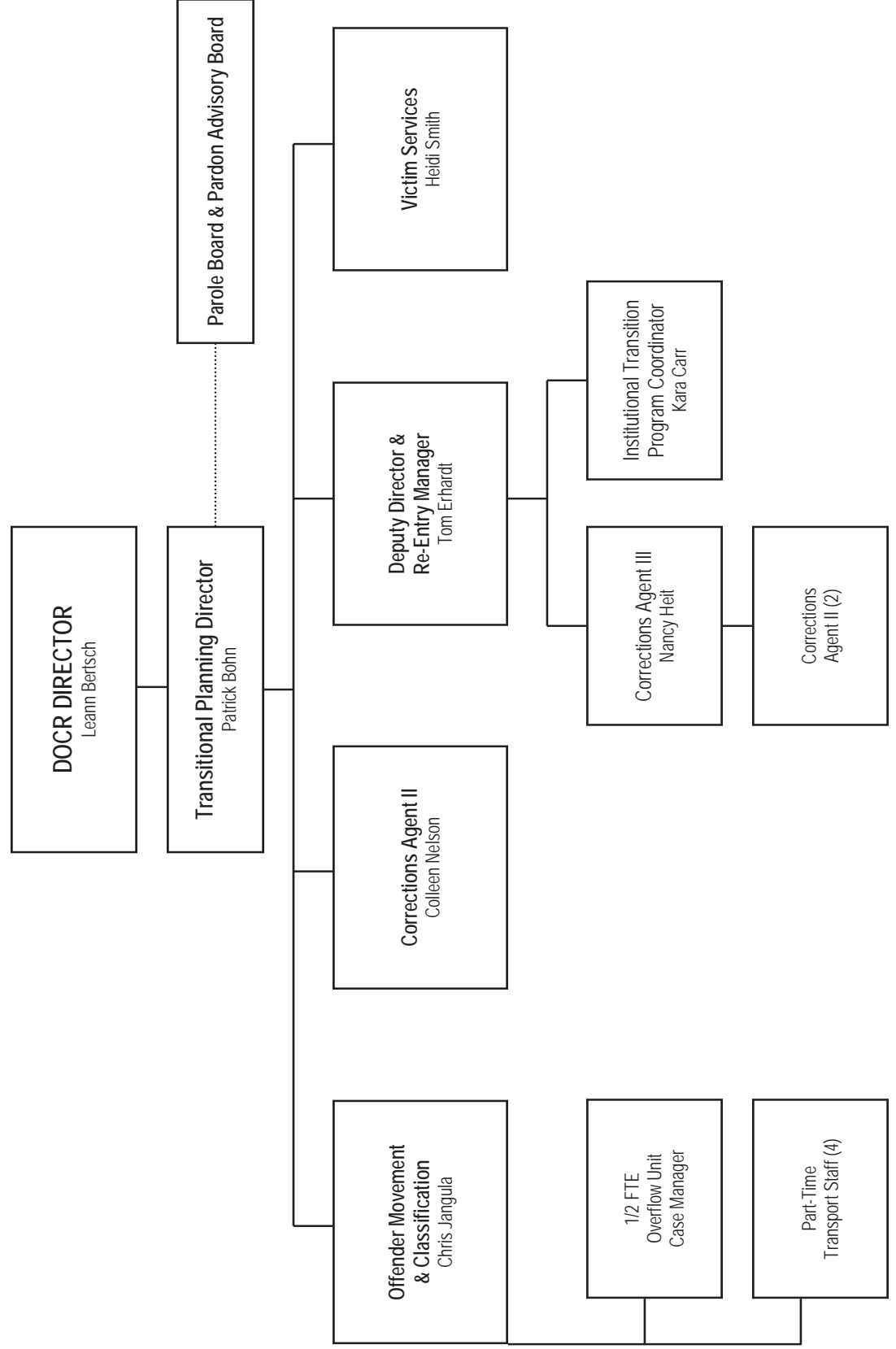
North Dakota Department of Corrections and Rehabilitation

Industries



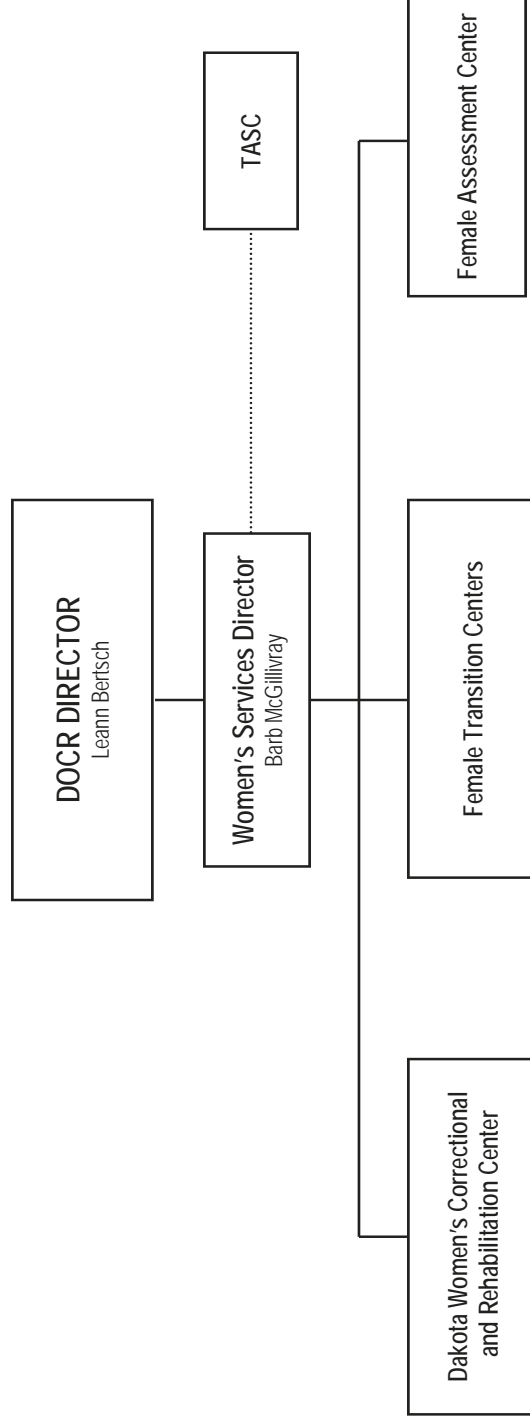
North Dakota Department of Corrections and Rehabilitation

Transitional Planning



North Dakota Department of Corrections and Rehabilitation

Women's Services



Administration

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

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

Financial Services

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

The clear responsibility of the financial services division is the management of the department's \$242 million budget. Other responsibilities include accounting, budgeting, procurement, and grants and contract management. Responsibilities surrounding accounting include the processing of all the department's financial transactions, the maintenance of fixed asset inventory records, the preparation of monthly and year-end financial reports, the processing of payroll, the record keeping of all inmate / resident accounts, and the preparation of inmate / resident payroll. Budgeting includes the preparation of the department's biennial budget request, and the presentation of the budget request to the Governor's Office, the Office of Management and Budget, and the Legislative Assembly. Procurement is responsible for acquiring, in accordance with State law, the goods and services necessary for the operations of the department. Grants and contract management is responsible for the development and oversight of all department contracts and federal grants. The department's 2009 – 2011 general fund turnback totaled \$2.8 million.

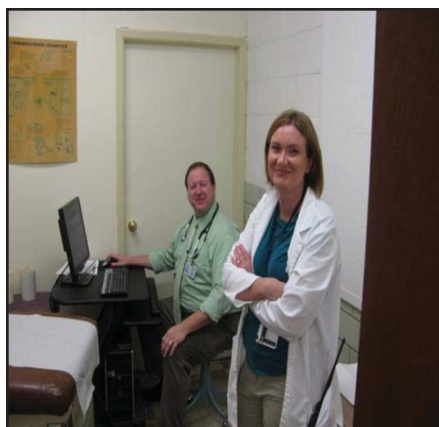


Medical Services

The medical services division provides, at all four DOCR institutions, a constitutional standard of health care for

adult and juvenile offenders in the care and custody of the DOCR. Services provided include nursing care, primary care, pharmacy, dental, optometry, psychiatry, and behavioral health.

Medical services provides medical evaluations and mental health assessments on all adult male offenders entering the prison system, provides medical stabilization of adult male new arrivals, and provides routine on-going and emergent medical, dental, and mental health care to offenders housed at DOCR facilities. Telemedicine clinics for infectious disease, primary care, and behavioral health are hosted and conducted at NDSP between all DOCR adult facilities. JRCC houses the special assistance unit which provides psychiatric and medical care to adult male offenders with mental health or behavioral needs in a correctional therapeutic environment. The medical needs of juveniles under the care and custody of the DOCR are addressed at YCC. Primary and emergent medical and dental care are provided to juveniles in residence.



During the 2009-2011 biennium the continued development of the electronic medical records system has brought much efficiency to the operation of the medical services division. As a result of the EMR the medical services division is now essentially a “paper-less” operation. All DOCR facilities are presently using the EMR system. Nurse provided chronic care clinics have been developed and are now functioning for diabetes, respiratory, and hypertension. CAT scans and MRI’s are now being completed on-site with a mobile unit at NDSP and JRCC. Behavioral health duties, inmate mental health issues, were added to medical services during the biennium.

Number of prescriptions per month per facility 2009 - 2010

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
NDSP	2040	2053	1053	1156	1237	1003	1091	1211	1322	1273	1156	1295
JRCC	870	893	958	551	568	778	809	751	910	816	842	821
MRCC	348	290	240	103	109	260	215	197	220	216	225	267
DWCRC	430	452	474	521	443	530	482	488	567	574	538	532

Number of prescriptions per month per facility 2010-2011

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
NDSP	1237	1273	1173	1163	1260	1212	1314	1161	1188	1172	1253	1200
JRCC	889	857	803	880	797	959	889	801	956	924	990	1014
MRCC	291	272	335	264	283	292	243	261	304	240	289	238
DWCRC	597	630	734	675	579	648	729	807	605	442	423	522

Plant Services

The plant services division provides daily operation and maintenance at all DOCR owned correctional facilities. The four facilities list below consist of 72 separate buildings of varying age and condition, 900,000 total square feet, and a total insured value of \$142 million.

- 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, it is the responsibility of the plant services division to assure a successful maintenance and building program for these facilities while remaining aware of the facilities differing security levels and varying program goals. Plant services not only provides information and recommendations to respond to the legislative process in determining the long-term building needs for the DOCR, but also serves as the department liaison between the agency director, architects and construction companies. During the 2009-11 biennium a \$64 million addition / renovation project to the North Dakota State Penitentiary commenced. The project, described below by bid package, is scheduled for completion in December 2012.

- Bid Package #1 – Construction of 15,000 square foot warehouse
- Bid Package #2 – Roof replacement on existing NDSP recreation building
- Bid Package #3 – Construction of guard tower, security perimeter fence expansion, site grading, various utility extensions and relocations
- Bid Package #4 – Construction of approximately 300 precast concrete detention cells
- Bid Package #5 – Construction of entry / administration building, existing visitation remodel, construction of medical facilities and new secure area buildings, east unit demolition

Also during the 2009 – 2011 biennium the division completed a 10 year capital and infrastructure improvement plan for each DOCR facility. Extraordinary projects completed consisted of the following:

- Youth Correctional Center
 - Roof replacement
 - Power house deaerator retrofit
 - Energy improvement enhancements



Plant Services Statistics:

- Complete an average of 625 work orders each month
- Manage a fleet of over 85 automobiles and utility vehicles, averaging over 440,00 miles annually
- Supervise approximately 90 residents and inmates on daily bases who are employed as a workforce in building maintenance, laundry operations, grounds care, heat plant operations and small construction projects.



- James River Correctional Center
 - Asbestos abatement – utility tunnels
 - Security sally port improvements
 - Installation of grease interceptor
- Missouri River Correctional Center
 - Roof repairs
 - Lift station retrofit
 - Parking lot improvements
- North Dakota State Penitentiary
 - Laundry equipment replacement
 - Summer boiler replacement
 - Gym roof replacement

Information Technology Services

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



During the 2009-2011 biennium, the information technology services division played a crucial role in the deployment and development of the electronic medical records. A mental health screening tool was developed and deployed "in-house". This application is delivered by the department's intranet and is used to review critical inmate mental health issues. Another application that is currently being developed "in-house" is the transition accountability plan module (TAP). The TAP is an application which allows for department employees to provide a continuous set of supervision / rehabilitation strategies for an offender / inmate. In addition to effectively administering and deploying numerous applications, the division also effectively managed a physical infrastructure of over 600 personal computers and deployed in excess of 300 replacement personal computers.

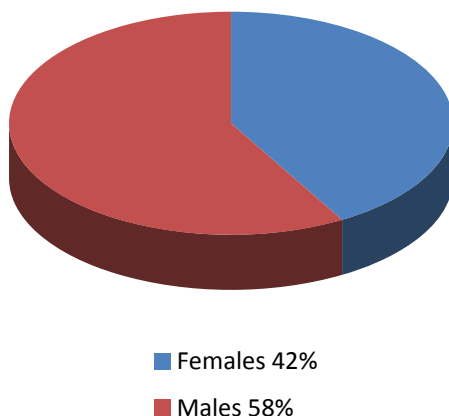
Department of Corrections and Rehabilitation
Schedule of Expenditures (Unaudited)
For the Biennium Ended June 30, 2011

DESCRIPTION	AMOUNT
Division of Juvenile Services	
Division Administration	\$914,000
Youth Correctional Center	12,179,000
Community Services	7,652,000
Department Administration - Juvenile	4,922,000
Total Division of Juvenile Services	\$25,667,000
 Division of Adult Services	
Division Administration	\$5,819,000
Parole and Probation	14,083,000
Transitional Planning	1,721,000
Maximum Security Facility (NDSP)	21,878,000
Medium Security Facility (JRCC)	20,187,000
Transitional Facilities (MRCC & Contract Facilities)	24,775,000
Treatment and Programming	4,627,000
Industries and Education	1,793,000
Women's Services (DWCRC)	8,634,000
Department Administration - Adult	45,470,000
Total Division of Adult Services	\$148,987,000
 Total Department of Corrections and Rehabilitation	 \$174,654,000
 General Funds	 \$162,428,000
Federal Funds	\$8,682,000
Special Funds	\$3,544,000

Human Resources

The Department of Corrections and Rehabilitation (DOCR) Human Resources Division is responsible for oversight, development and management of human resource functions within the DOCR. It is responsible for enforcing State and Federal personnel regulations within the DOCR. Human Resources assist managers and personnel within the DOCR in accomplishing its goals as part of a strategic plan and consults with personnel on proper personnel procedures. In the 2009-2011 biennium the DOCR had approximately 735.00 FTE (full time equivalent) regular positions and averaged 722 employees in over 90 different classified filled position titles.

Workforce Profile of DOCR by Sex



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

Accomplishments:

1. In July 2009 the DOCR disbursed a \$3,050,000 salary equity pool and a 5% general increase granted by the 61st Legislative session to personnel within the DOCR. Employees received an average of 5.7% in equity money and with the combination of the general increase most employees saw a gross average slightly above 10% added to their monthly paycheck. In July 2010 an additional 5% general increase was distributed to employees as directed by legislative intent. The increases were very appreciative and it reduced the amount of tenured employees that were below the 1st quartile in their pay range and alleviated some pay compression with other less tenured personnel.

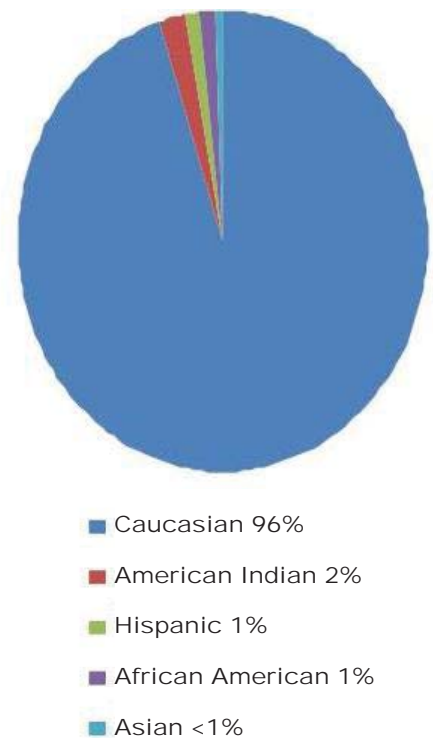
2. Human Resource personnel designed and implemented a new performance evaluation format that scored personnel on core competency levels and other specific levels associated with the employee's job responsibility. Supervisors were trained on the scoring mechanism and the new format was used on all employees in the summer of 2010 and spring of 2011. This new format was used to rate employees on their performance and any employee with substandard performance received a reduced general pay increase in July 2010 as directed by the

intent of HB 1015 passed by the 61st Legislative Session.

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 Universities' in ND in several of the various job classifications. This process is continually ongoing every year and HR personnel continue to strive for potential employees in the correctional field by attending various career fairs held through-out the state of ND by higher education institutions. HR personnel present information to criminal justice clubs located in ND University Systems about the benefits of working for the ND Department of Corrections and Rehabilitation and the potential for students to make a career with the Department. Human Resource personnel conducted correctional based informative presentations at career fairs specifically for high school students in the Bismarck/Mandan school system. Recruiting and retaining personnel for work in the correctional field is a constant task and HR personnel continue to strive for new ways of employing personnel to fill positions. The DOCR uses various web sites for recruiting personnel from outside the state of ND and uses its Internet website to post vacated position announcements. The DOCR used radio station advertising in 2010 for recruiting employees as correctional officers for the James River Correctional Center. The radio advertising proved successful with a larger number of applicants applying when combined with other external sources of advertising such as Job Service.

4. HR personnel have been active in making changes to various position classifications to meet the needs of the DOCR. DOCR HR, with the assistance of Human Recourse Management Services, revised minimum qualification in eleven position classifications used by the DOCR to allow for experience in juvenile and adult corrections. With these minimum qualification changes personnel were able to apply and promote into positions throughout the DOCR in the Adult and Juvenile Divisions. Previous to the changes personnel with either juvenile or adult corrections were limited to those areas of experience therefore limiting the amount of internal applicants for promotional positions within the DOCR. A member of the HR DOCR team was active in assisting Human Resource Management Services in evaluating the 1,000 plus classified positions used within State Government as directed by the Legislature. A core job evaluation committee was developed that consisted of HRMS personnel and other state agency HR personnel which evaluated state job classifications. They used the Hay Group Job Evaluation Management assessment tool purchased by OMB. The results of the evaluations were given to the 62nd Legislative Session. The process of evaluating and implementing the new classifications will continue to be ongoing

Workforce Profile of DOCR by Race



throughout the 2011-2013 biennium and the core committee will continue to meet. Additional recommendations will likely be made to the 63rd Legislative Session and DOCR HR personnel will be active with assisting HRMS in the process.

HR developed several classifications to meet the needs of the DOCR as position responsibilities changed: Those classifications included:

- Director of Transitional Planning
- Warden of Transitional Facilities
- Women's Facility Contract Administrator
- Director, Parole and Probation –revisions and redesign
- Special Investigator –Pre-sentence Report Writer

7. Throughout the 2009-2011 biennium HR Personnel assisted the Training Division in presenting training courses on human resource related topics to personnel within the DOCR. Staff presented orientation training to new personnel on HR related topics.



8. Advancing Our Own: In the spring of 2009, the Department of Corrections and Rehabilitation (DOCR) began research on implementing an employee mentoring program. The DOCR management team wanted a way to enhance the professional development of employees while also addressing the growing need to spread organizational knowledge to employees at all levels and enhance the quality of services we provide. By November 2009, we were taking applications for “ADVANCE” ND DOCR’s Professional Development Program and we kicked off the inaugural year of the program in March 2010. The program is “mentee-driven” which allows for individualized development plans and goals.

In the first year of ADVANCE, 20 employees (10 pairs) were selected from 15 different job classifications within the Division of Adult Services and the Division of Juvenile Services. They were matched into mentor/mentee pairs. Three training events were conducted with the assistance of Bismarck State College training personnel. The pairs established goals and completed a development plan outlining what mentees wanted to accomplish relating to skills and knowledge with their mentees. By the end of the year, 10 pairs completed the program and 4 of the participants received promotions and 90% of the mentee development goals were met.

Advance continues for a second year with 28 participants (14 mentor-mentee pairs) participating in the program. Participants represent many disciplines within the DOCR with many skill levels being shared as the participant’s progress through the program. In the second year Bismarck State College personnel continue to assist the DOCR with development of the program.

One of the major goals for the program is to provide opportunities for employees to enhance their knowledge, skills, and opportunities with the DOCR. We hope to continue the program on an annual basis to encourage learning, collaboration, and knowledge sharing between personnel. The DOCR remains committed to researching and developing new and innovative ways to enhance the professional development of our employees and ADVANCE is an integral part of that commitment.

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

10. Personnel within the Human Recourses Division changed the format of DOCR job descriptions that included updating the essential responsibilities of the position including the physical demands of the ninety plus positions within the DOCR. The listing of the essential functions for a position including the physical demands of a position was necessary in order to comply with the American Disability Act requirements.

11. Overall, filling vacant positions with the DOCR has not been as difficult as it was in the 2007-2009 biennium. It was not uncommon to have 33 or more applicants for positions posted externally and 10 or more for positions posted internally. I believe because of the nation's economic downturn and North Dakota's strong economy the word spread through-out the United States and applicants were looking at ND to find work. The DOCR received a higher percentage of interest from applicants residing outside the State of North Dakota than in previous years. Some specific positions that continue to be difficult to fill are addiction counselors, nurses, and psychologist. To alleviate the concerns on finding the highly qualified professional employees such as psychologist the DOCR hired two nurse practitioners to assist with treating diagnosed mental health offenders housed within secure facilities of the DOCR.

12. Developed an electronic payroll documentation form which allows personnel to enter their work hours electronically and automatically calculates any overtime or compensatory work time. The document also calculates the use of leave.

Trends:

The DOCR will continue to prepare personnel for promotional positions. Ongoing training will enhance tenured staff and prepare them for positions with higher levels of responsibility.



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

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



Human Resources and Staff Development Goals for the Future:

Incorporate the PeopleSoft Talent Management Module: This process will allow managers to maintain and develop performance evaluations online and track employee performance. It allows the ability of managers to develop performance goals and track competency levels for personnel they supervise. Managers will be able to chronologically make notes on employee performance and score their performance on an ongoing basis. This module will be used to track personnel skill levels which can assist managers in selecting qualified personnel for internal positions that need specific skills.

Electronic Recruiting Solutions Module through PeopleSoft: Creates the ability of internal and external applications to be completed online for vacant positions within the DOCR. It will allow applicants to view information on job openings online and the use of self screening applications saving time for HR personnel in recruiting or selecting appropriate candidates.

Absence Management Self Service Module: Electronic application whereby personnel and managers within the DOCR electronically complete and track leave requests in a PeopleSoft self service application format.

FileNet: Scan DOCR personnel and payroll file material into FileNet database for electronic storage.

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

PERS Link Employer Self Service: Incorporate employee self service applications for DOCR personnel whereby employees

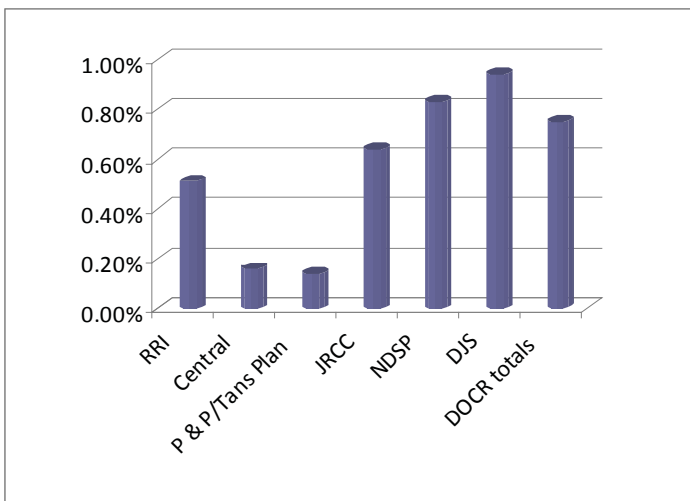
can manage their public employees retirement account electronically.

Human Resources Operations:

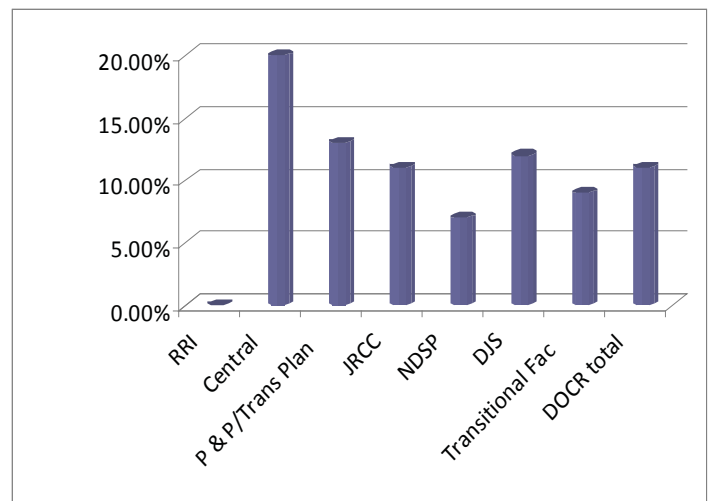
- Developed and completed a new performance evaluation format and rating process for over ninety job classifications used within the DOCR.
- Initiated a featured employee section on the DOCR internal website. The intention of the section is to highlight stories and experiences of DOCR personnel on why they are in corrections and to list some of their contributions in the field of corrections.
- Coordinated the process of equity and general pay increases for all DOCR personnel in July 2009 and 2010. The payroll increase were based on employee performance and on a formula developed by HR personnel within the DOCR.
- Implemented changes to several position classifications to meet the needs of the DOCR and coordinated those changes with HRMS for their approval.
- Developed several new personnel policy and procedures with the assistance of the DOCR policy review committee. This process included updating all personnel policies and procedures within the DOCR.
- HR personnel prepared and processed 167 position classification/reclassifications requests. HR assisted in the internal process promoting 188 personnel employed with the DOCR.
- HR assisted the DOCR in hiring 186 employees in authorized and temporary positions in the ninety plus job category classifications within the DOCR.
- Processed 40 requests for Hiring Council consideration which all were approved by the Council.



2009 Average Monthly Turnover Rates of DOCR



2010 DOCR Turnover Rates per Division



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



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

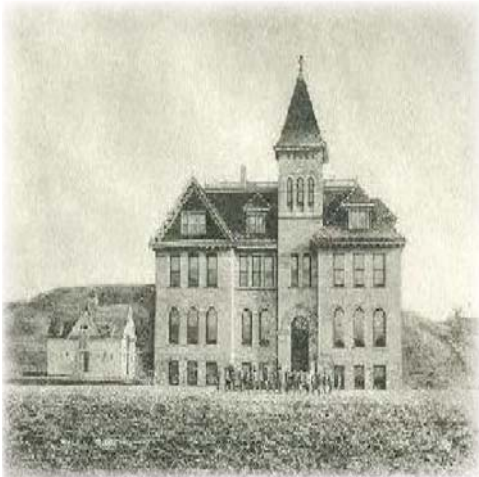
DOCR by providing established subject matter experts the skills needed to professionally deliver training products;

- Development of a progressive continuing education program;
- Development of a DOCR Mentoring program;
- Development of a 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 approximately 22,300 training hours from July 1, 2009, to June 30, 2011;
- Completion of the transition from the Division of Juvenile Services, James River Correctional Center, and the North Dakota State Penitentiary Training and Accreditation Department to the DOCR Staff Development and Inspections Department, a section of the DOCR Human Resources Division.
- From July 1, 2009 to present the DOCR has worked closely with the North Dakota State Hospital staff in determining the training needs for the staff working in the Secure Ward which houses the Civil Commitment residents, we have prepared, organized and conducted a 24 hour security training program for this group of staff;
- Provided orientation training for nearly 800 volunteers, contractors, or part-time staff;
- The DOCR Staff Development and Facility Inspection Department is committed to providing assistance to the DOCR TPCI. By providing quality instructors to this initiative the goals of the DOCR Division of Adult Services will be achieved.
- The DOCR has introduced, trained and supported all staff in the implementation of Enterprise Learning Management (ELM) This web based programmed has allowed proper supervision, registration and documentation of all training in and outside the DOCR.
- The DOCR is currently completely the training of all staff in the use of Effective Communication Motivational Strategies (EMCS) This evidence based practice communication technique enhances staffs ability to assist offenders as they work through the system. Through supportive authority, offenders receive maximum benefits while under the care of the DOCR. All staff will receive from 16 to 48 hours of initial training and attend weekly practice sessions utilizing the technique for approximately one year. The DOCR will develop ECMS Instructors in the 2011-2013 biennium the EMCS program will become self-supporting within the DOCR. Our stakeholders are also receiving the ECMS training under the sponsorship of the DOCR. In the future, the DOCR will train all stakeholders in conjunction with DOCR training.



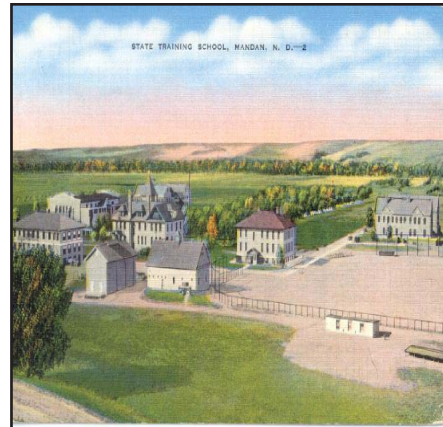
Juvenile Services

Brief History



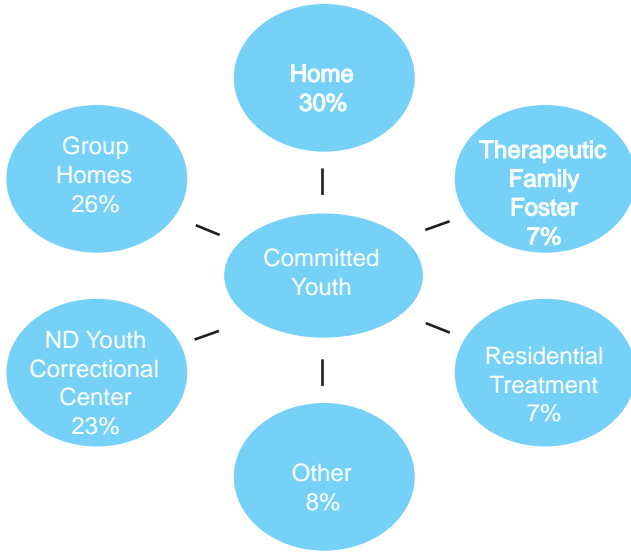
- **1888** While North Dakota was a territory, an arrangement with South Dakota authorities allowed for delinquent youth committed by the courts of North Dakota to be housed at the state reform school in Plankinton.
- **1890** The North Dakota Legislature appointed a board of trustees to locate and acquire 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.

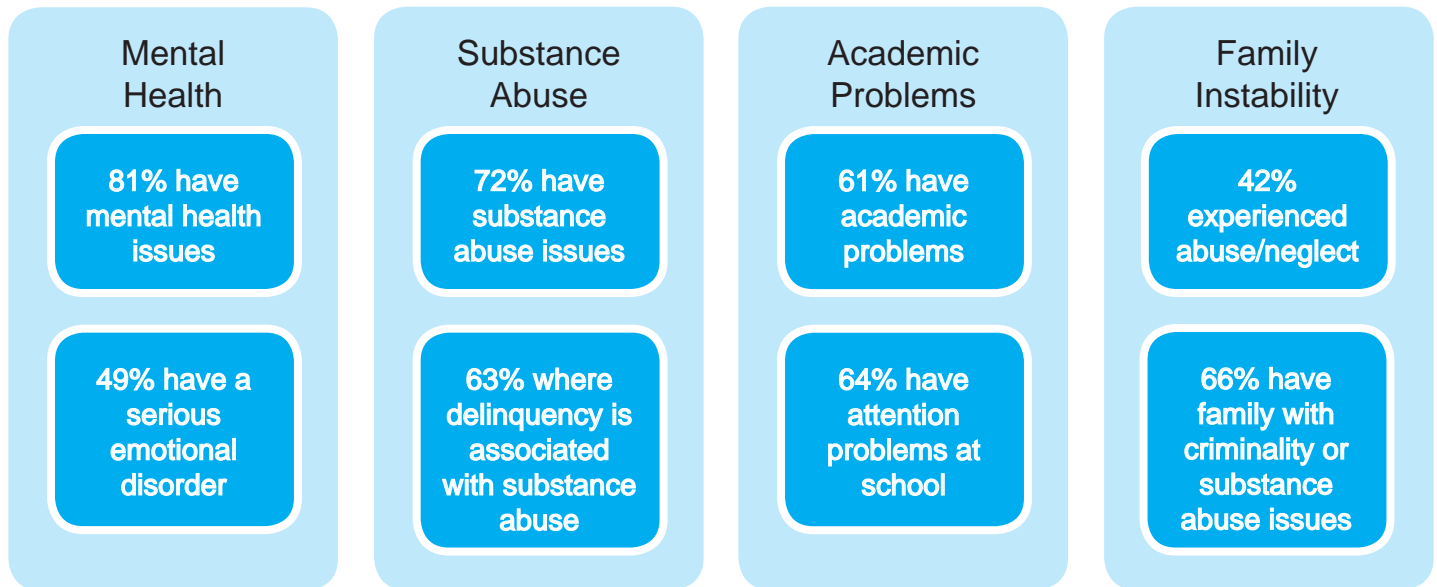


“Balancing the principles of least restrictive, most appropriate placement with the need for insuring public safety”

System Overview



- 771 youth received services through the DJS corrections system during the biennium (7/1/09-6/30/11). Of these, 526 youth received custodial services, 228 youth received detention services, and 17 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 17 months; on any given day approximately 225 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
- 81% 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%

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.

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.

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.



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 skills training, behavior management, and academic remediation.



Cognitive Restructuring

DJStrainsitsentirestafftodeliveracognitiverestructuringprogram 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-EquipmentMeetings(inwhichtheleaderteachesspecific skills) and Mutual Help Meetings (in which the leader coaches students as they use the skills they've learned to help each other).

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

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 cottagedirectorandateamofcounselorswhoare responsibleforthe activities, treatment and behavioral management of the juveniles. Youth are placed at the facility primarily for treatment purposes, which requires considerable programming in order

Performance-Based Standards

YCC participates in Performance-based Standards (PbS) for Youth Correction and Detention Facilities, a system for agencies and facilities to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome measures. The PbS program is the 2004 winner of the prestigious Innovations in Government Award.

YCC has continually exceeded the national average in a majority of the operation areas in which data is collected for PbS. Survey data recently collected from youth at YCC through PbS has shown the positive impact the facility has. When asked “what was the best thing the facility did to get you ready to move to your next placement or to go home?” youth responded with the following:

- “It has taught me to provide for myself and it has also taught me to think before I act.”
- “I learned new skills and how to deal with my issues appropriately.”
- “Gave me the skills I can use to stay sober.”
- “Build my patience and force me to learn to control my temper”
- “Learned to forgive people who hurt me so bad.”
- “Taught me integrity.”
- “This facility has helped me believe in myself.”
- “Talking to me about my future and helped me look for job opportunities.”

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)	340
Drug and Alcohol Programming	96
Drug and Alcohol Family Workshops	41
Security Threat Group	22
Victim Impact Program	56
Pre-Treatment Sexual Offender	3
Grief/Loss (Growing through Loss)	26
Special Management Program	18
Roger Sorenson Challenge TREK	10
Circle of Courage Ropes Course	60
Mental Health Interventions	1325
Spirituality Sessions/Native American Programming	345

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.

Continuous Facility Improvement

The North Dakota Youth Correctional Center has participated in the Performance-based Standards (PbS) system of continuous facility improvement since 1998. In 2009, YCC began to separate data collection into three programs; youth correctional center, youth detention center, and youth assessment center. This improved the quality of data and focused goal setting throughout the biennium. Data gathered during the 09-11 biennium identified that YCC exceeds standards in many critical outcome areas when compared to facilities across the United States.

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

The PbS system of continuous learning and improvement provides:

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

Benefits of participation include:

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



National Standards

Experts and juvenile justice professionals from across the country have worked for the past 12 years to develop the PbS outcome measures - a set of reportable data every facility can use to demonstrate alignment with national standards for:

- Safety
- Security
- Order
- Health and Mental Health Services
- Justice and Legal Rights
- Programming
- Reintegration Planning

The PbS system asks facilities to collect certain data from records, reports and interviews and enter it online through the PbS website. The data is checked by PbS staff and used to generate an online graphic site report of each facility's performance in key outcome measures. The report tracks performance over time and shows facility measures compared to field averages. All data from individual facilities is kept confidential.

Using the information in the site reports, facilities work with PbS consultants to identify areas that need improvement then develop and implement a detailed improvement plan.

A Continuous Improvement Process

PbS builds performance improvement and accountability into agency and facility operations using a three-part continuous improvement cycle:

Data Collection:

Twice a year participants collect information about the youths, the staff, unusual incidents and the services offered at a facility. The information is entered into the PbS website.

Performance Reports and Outcome Measure Analysis:

At the end of each data collection period the information is calculated and reported back in the form of 106 outcome measures that indicate how well the facilities are meeting the standards. Facilities are given analysis tools to identify what works and what needs to be improved. For Example, facilities see outcome data compared to their previous data collections and to the PbS field.

Facility Improvement Process:

Using the analysis of the data, facilities work with an assigned PbS coach to develop a Facility Improvement Plan (FIP), which is entered into the website and monitored for effectiveness by facility staff, agency leaders and the PbS coach.

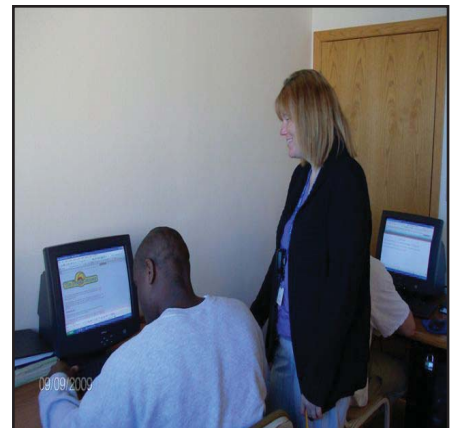


PbS collects data each April and October, which in turn generate reports giving decision makers hard evidence of where the facility can improve upon.

E ducation

The North Dakota Department of Corrections and Rehabilitation (DOCR) recently reorganized its structure for education. Through this reorganization, there is an overall director of education who will serve as the Superintendent of Schools for both the juvenile and adult populations in incarcerations. Under the new director, there is now a Principal and Business Manager of the Schools who are directly responsible for the educators delivering education services for each population—juvenile and adult. The educators for the two diverse populations have merged into one education department; while the framework is still in its infancy, the sharing of resources, strategies, best practices, and supervisors is well underway.

Under directive, education and industries was separated to create individualized departments which opened the window of opportunity for education to be led by trained and credentialed educational administrators. Having both the juvenile facility and the adult prisons under one education department is uncharted waters, surveys were sent to correctional educational leaders across the United States. One hundred and seven surveys were returned offering information on salaries, job duties, organizational charts, program offerings, shared educational services across youth to adult facilities, technology availability, and mission statements. Armed with national information from other facilities, a transitional committee was formed to determine the focus and vision of the new DOCR Education Department.



The DOCR operates under the following vision and mission statements.

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

The transition committee created and received feedback from all educators within the NDDOCR on the common beliefs that will drive all planning, implementing, and improving of educational standards and curriculum delivery. These belief statements are:

PRINCIPLES WE STRIVE TO ACHIEVE.

Student-Centered

- All decisions will be driven by needs.

Dignity & Respect

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

Teamwork

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

Life-long Learning

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

ADULT SERVICES EDUCATIONAL PROGRAMMING

With 895 individuals entering the prison system in 2009 and 1025 individuals in 2010, renewed efforts were implemented to focus on preparation for reentry and to reduce recidivism. Education plays a key role in this process.



All inmates go through a battery of assessments upon arrival in the prison system. Programming is designed to address inmate educational needs indicated by the results of the assessment process.

Recidivism Reduction is Driving Force

“Lack of education credentials and workforce skills among inmates are significant factors to consider because 95 percent of the more than 2.3 million inmates incarcerated in the United States will eventually be released.” Hughes and Wilson, authors of the 2008 study Reentry Trends in the United States.

“Prisons bulge with poorly educated inmates, and as this population grows, the related investment in education and training is not keeping pace.” No one argues that recidivism can be reduced if inmates gain employment skills; however, Coley & Barton describe the strikes against ex-prisoners who are heading back to their communities without skills.

The researchers describe these skills as:

- Strike One—Ex-inmates with little education and low literacy levels are not desired by employers.
- Strike Two—Employers are looking for employees who have had steady and successful work experiences, even for low-skilled jobs. Ex-prisoners disproportionately don't have them.
- Strike Three—Many jobs are “off limits” to ex-prisoners.

Some prisons place soon-to-be-released prisoners in short-term “prisoner reentry” programs. While such programs are welcome and may be effective, there is a need to buttress them with solid, longer-term literacy and career programs.

Information courtesy of “Locked Up and Locked Out: An Educational Perspective on the US Prison Population” by Richard J. Coley and Paul E. Barton.

Education Literacy Needs

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

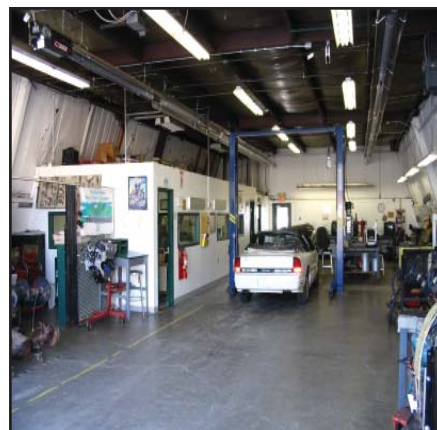
The Read Right Program employs the constructivist theory within a concise reading module to be implemented within the program.

The program began in June 2010. Three tutors have been trained and have successfully become nationally certified.

Educational Programming Accomplishments

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

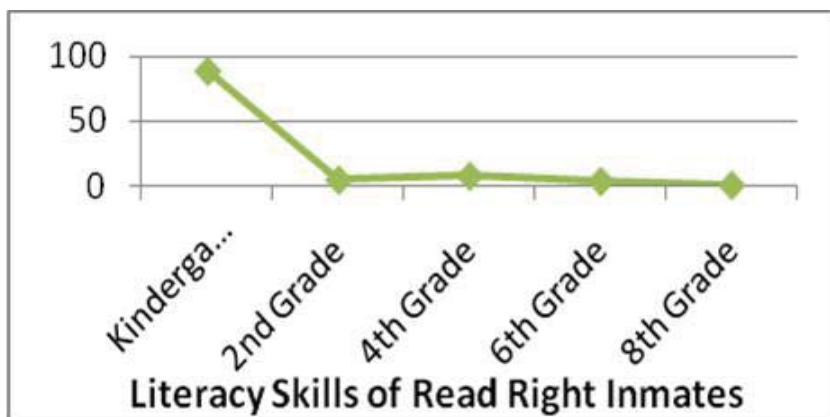
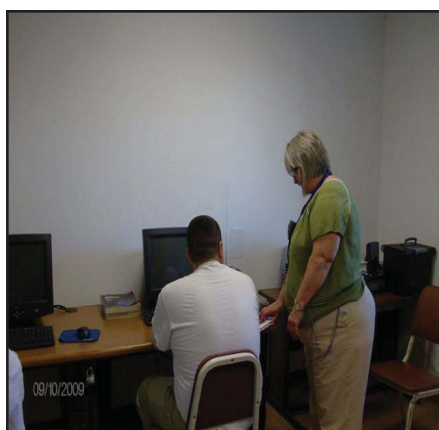
- Auto Technician students earn ASE certification.
- 2 Students were named Automotive Tech Students of the Year for BSC in April 2010.
- One Career Advisor became certified through Career & Technical Education
- Three staff achieved National Read Right Tutor Certification.
- For the 09-10 and 10-11 program years:
 - 136 of 144 students achieved their GED.
 - That is a 94% success rate.
- 68% of inmate students with less than a high school diploma significantly increased their educational functioning levels in math and reading prior to release. (46 of 68 students are represented in that percentage.)
- Re-entry Skills Training (according to Job Service Unemployment Insurance records 3/31/10), shows a quarterly snapshot average:
 - 80.6% of 154 students entered employment upon release.



- 83.3% of students retained employment 3 months after release.
- Earnings per quarter after release averaged \$10,099.

An average of 300 inmate students per month participate in educational programming within the adult prison system. During the 09-11 biennium, the Education Department implemented the following programs:

- A welding skills training program with industry certification capabilities in collaboration with Bismarck State College.
- Volunteer Teacher Tutoring Program beginning in August 2009 with 4 volunteers serving at NDSP and 1 at JRCC.
- AutoCad Instruction began in 2009, but was only able to run for one year due to staffing. The instructor was transferred to commissary.
- James River Correctional Center became an official GED testing site—allowing for flexibility in testing to address rapid inmate movement through the prison system as well as **creating a savings of \$10,000 per biennium.**



Read Right Literacy Statistics

- There have been **46 students who graduated** as excellent, symptom-free readers. The program has consulted 152 students.
- Comprehension testing has shown a 98% increase in testing scores with an average grade level equivalency increase of 4.1.
- ND Adult Inmate Read Right tutoring is 2.4 hours per grade level gained compared to a national average of 5.3.
- **Risk of Recidivism is reduced 9.9% with Prison-based basic adult education and employment training.** (*"Increasing Public Safety Through Successful Offender Reentry," Bureau of Justice Assistance, 2007*)

YOUTH CORRECTIONAL CENTER 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.

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

Student Profile at Admission

- Students arrive on average 2.8 grades behind their age group.
- Approximately 39.5% of students have special education needs, compared to just under 13% statewide. In addition, 16% of students have more than one disability (WDIS).
- Students often have attended several different schools and experienced several out-of-home placements before arrival

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

Scheduling options include:

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

Education Enhancement

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

The Read Right Program employs the constructivist theory within a concise reading module to be implemented within the program. 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 of 61% graduating of the 525 students



that have participated in the program thus far. The GATES MacGinite comprehension testing of completers have shown 98 % growth in reading—testing 3+ grades higher. Student surveys show 95% reporting an improved attitude toward school. The Read Right program averages 3.4 hours/grade level gained compared to 14.9 hours/grade level gained nationally. In other words, YCC students gain a grade level of reading comprehension four times faster than the national average.

Education Programming Accomplishments

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

A career development class was created to give students the opportunity to learn in detail about the world of work, to understand their interests, values, and aptitudes in relation to the world of work, and to gain the skills necessary to effectively search for and apply for employment.



A Student Assistant Team (SAT), made up of education and other campus professionals, combine efforts bi-monthly to design strategies to best educate students struggling with a myriad of mental health, physical, behavioral, and/or academic issues. SAT was developed as a response to educational research supporting the effectiveness of the Response to Intervention approach.

In 2010, a student's art submission was the national winner for the CJCA (Council of Juvenile Correctional Administrators) contest for the annual directory cover.

Two STEM courses were designed for both middle school and high school students which are taught cooperatively with a math and science instructor. The acronym STEM stands for science, technology, engineering, and mathematics. The STEM fields are those academic and professional disciplines that fall under the umbrella areas represented by the acronym. According to both the United States National Research Council and the National Science Foundation, the fields are collectively considered core technological underpinnings of an advanced society. In many forums (including political/governmental and academic) the strength of the STEM workforce is viewed as an indicator of a nation's ability to sustain itself.

Academic Success

The Staff are committed to improving each student's academic success. Each student receives a course of study which meets their needs. Students can range in age from 12-20 years old.

- 578 youth were served during the 2009-10 school year.
- 417 youth were served during the 2010-11 school year.

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

- In 2009-10, 12 students achieved Marmot School diplomas; an additional 12 students successfully completed GEDs.
- In 2010-11, 8 students achieved Marmot School diplomas; an additional 33 students successfully completed GEDs.

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

“The North Dakota Youth Correctional Center received high ratings in their recent AdvancEd/NCA CASI visitation. The school received the highest rating (highly functional) on all seven of the AdvancED Accreditation standards. While many schools receive high rankings, the achievement of the highest ranking in all seven standards indicates a commitment to quality and alignment throughout the educational system. The high level of functioning enhances both student achievement and organizational effectiveness. The staff of NDYCC should be commended for their work in serving their student population.”

*Dr. Angie Koppang,
AdvancED North Dakota State Director*

Education Planning for the Future

As the next biennium begins, DOCR Education is continuing to form a strong unity of educational services between youth and adult inmate student services. To do this, the education department is striving for parity amongst its curriculum offerings so that as students transfer from one facility to the next, they will be able to continue on their program of study plan. In addition, resources both within content specialists as well as best practices, are being shared across the agency to create the highest level of educational services possible. Education is accomplishing this implementation by planning with the following strategic goals placed in the forefront of all thinking and planning. Technology is helping teachers to expand beyond linear, text-based learning and to engage students who learn best in other ways. Technology's role in schools has evolved from a contained “computer class” into a versatile learning tool that has changed how educators demonstrate concepts, assign projects, and assess progress. The DOCR Education Department not only wants to expand its toolbox to arm students with skills to be prepared and successful upon their return to their communities, but also be equipped to continue to offer programming that is going completely online, such as the GED

and skills assessments required for federal reporting. According to Money Watch, North Dakota had the best net reading of job hiring in 2010 with its job market being led by jobs within the information technology career cluster. Educators within the DOCR are seeking and implementing evidenced-based practices within technology driven assessments, developing course work such as STEM and IC3 (Internet and Computing Core Certification), as well as offering reentry skills such as touch screen job application usage, keyboarding, spreadsheet budgeting—to name a few skills being created through education.

STRATEGIC GOAL

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

- Cognitive Restructuring
- Read Right
- Career & Technical Education
- Life Skills Planning
- High Order Thinking
- Career Counseling
- High School Credit Recovery
- Junior High, High School, GED, Post-secondary, and Reentry
- High Order Thinking
- Goal Setting and Critical Thinking Practice
- Employability Skills
- Service Learning

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

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

Using this strategic goal as well as being cognizant of potential roadblocks to guide us, the transition committee will continue to plan on a monthly basis to continue standards-based school improvement within instructional offerings as well as educator performance review.

Transitional Facilities

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 is comprised of the Missouri River Correction Center and several contract facilities throughout the state. Transitional Facilities staff works with offenders to better prepare them for a successful reintegration back to their communities. 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 (TPCI). The contract facilities are a very important stakeholder in the North Dakota Department of Corrections and Rehabilitation (DOCR) TPCI efforts.

Transitional Facilities staff work collaboratively with community partners to enhance re-entry opportunities for offenders and develop an effective continuum of correctional services. In order to achieve this, we continue to work very closely in sharing information through inmate and offender information systems.

The prison to community initiative prompted our system to look at how we can effectively transition severely mentally ill (SMI) offenders from our prison facilities back into the community. A Release and Integration (R&I) work group was formed with community partners to assist in the development of criteria, and policies and procedures to ensure a smooth transition for offenders being released back into the community. A staff member at MRCC was assigned to coordinate the R&I efforts for the DOCR. From the Release and Integration group, a model of service delivery was developed to identify offenders that meet SMI criteria at least 90 days prior to their release. A monthly staffing is held with key community providers to assess the offender's needs. A continuum of care is developed to ensure aftercare needs are met. Since implementation, it appears the process has been effective in better coordination and communication between the systems to allow for a much smoother transition for the offender.

The DOCR implemented a new disciplinary process to minimize



litigation, while affording appropriate due process. Once the process was fully implemented within the DOCR facilities, we provided training and guidance to implement in all contract facilities.

Missouri River Correction Center (MRCC)

The Missouri River Correction Center (MRCC) is a minimum custody facility that houses male inmates sentenced to the North Dakota Department of Corrections and Rehabilitation. The facility is comprised of 12 dorms surrounding the control center, in a wagon-wheel design with a capacity of 151 inmates. The mission of the MRCC is to provide a safe and healthy environment for minimum security residents to apply themselves to the task of rehabilitation. This is accomplished by maintaining proper custody, work, education, and treatment programs, encouraging residents to make the needed changes to be law abiding and successful in society.

Once again, MRCC set the standard for facility safety during this biennium. We are proud that we didn't have any escapes, assaults on staff or suicides. Staff are well trained, interactive and caring; which are important ingredients to our success in making better neighbors and in keeping our communities safe.

2011 will forever be remembered as the year of the Great Flood. Staff and inmates worked relentlessly to stave off encroaching waters from the ever rising Missouri river, sandbagging, and trenching, while putting their personal interests aside. For five days, the sandbagging efforts continued at MRCC, filling and placing over 100,000 sandbags around the buildings. With the help of NDSP plant services and Burleigh County employees, we built a large sand dike around the perimeter of the buildings. The efforts paid off, as the housing facility remained structurally sound. One of the perimeter buildings suffered catastrophic damage, while others can be restored with minimal resources.

At the same time of constructing the dikes around the buildings, we were preparing for a total evacuation of the buildings. For the second time since the inception of the State Farm in 1943, there was a total evacuation from the facility, moving 142 inmates to the Youth Correctional Center; west of Mandan. We not only relocated the inmates, but knowing this may be an extended event, we also moved all the MRCC offices, equipment and essential supplies to YCC. For four months, MRCC housed approximately 110 inmates in the YCC gymnasium. YCC was a most gracious host, sacrificing their gymnasium as a temporary housing unit and providing other areas for our programming. Our challenge has been to provide work, education and leisure-time activities to maintain an effective rehabilitative curriculum. Staff worked as a team and did a remarkable job in creating a therapeutic environment under adverse conditions.

Offender Count

Facility 7/1/2009

MRCC	147
TRCC	78
BTC	99
HACTC TX	18
Teen Challenge	31
Fargo Centre	79
Mandan Centre	41
Fargo Quarter House	15
County Jails	62

Facility 6/30/2011

MRCC	109
TRCC	89
BTC	113
HACTC TX	25
Teen Challenge	16
Fargo Centre	74
Mandan Centre	47
Fargo Quarter House	20
County Jails	56
JRCC Minimum	57
LRRRC	10

The evacuated inmates at YCC and MRCC staff assisted the community efforts by filling sandbags at the community sites and placing sandbags at community sites including the schools and the zoo. We coordinated our efforts with the Emergency Operations Center and the city of Bismarck to set up work crews at these locations. Staff from field services, NDSP and MRCC assisted in supervising the MRCC inmates at all times while out in the community.

Shortly after the move to YCC, we moved inmates to the third floor of the James River Correction Center Administration building. We maintained approximately 57 inmates at this location.

Working with the University of Cincinnati, the MRCC, along with other DOC facilities, is re-designing the way we have traditionally looked at rehabilitative programming. Historically, addiction treatment has been the mainstay core rehabilitative tool at our disposal. While effective to some degree, other areas were not being addressed. It has been our mission to seek out programs that are "Evidence-Based", having demonstrated clinical effectiveness in curbing poor behavior, building life skills, addressing treatment, providing incentives, and reducing recidivism. Individual behaviors are targeted and emphasis is placed upon specific programming to address these areas of need.

The Missouri River Correctional Center provides services to those inmates re-entering the community. Generally inmates at MRCC are within three years of release and are in or nearing the re-entry phase of their incarceration. We are the hub for transfers from the State Penitentiary and the James River Correction Center to other transitional facilities, halfway houses and county jails, and provide programming prior to release. MRCC offers educational programming including GED, tutoring, computer class and re-entry skills. Vocational programming includes a certified automated welding program and automotive technology program facilitated by instructors from the Bismarck State College (BSC). The welding program started this biennium through a partnership with BSC and it is a great opportunity for inmates preparing for release. There have been several inmates leave prison and earn good paying jobs due to their completion of this program. We currently offer Intensive outpatient Addiction treatment (II.I), as well as Level I Aftercare. We have initiated parenting classes and are looking to expand our current services, to include Sex Offender Aftercare, Thinking for a Change and Conflict Resolution programming.

All staffs are receiving ongoing instruction in Effective Communication Motivational Strategies (ECMS), which is designed to encourage inmates to make positive choices on their own, while staff are motivating and encouraging

Transitional Facilities Staff include:

- Warden of Transitional Facilities
- Correctional Program Administrator of Transitional Facilities

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
- 18 Correctional Officer II
- 3 Temporary Employee



them to do so. Staff is instructed to utilize the “4 to 1” ratio, which asks staff to have 4 positive interactions for every negative interaction. The use of Carey Guides allows staff to address specific behavioral choices as well.



MRCC has had several technological advances throughout this biennium. Electronic log books were implemented replacing the hand written log books that have been used since inception. A kiosk was installed at MRCC allowing inmates to send and receive electronic mail. The electronic mail system has proven to be a good tool for investigations, monitoring correspondence and minimizing opportunities for introduction of contraband.

We are proud to be the pilot facility for the Restorative Justice Program, which addresses the needs of crime victims and provides insight into why they were victimized. Inmates who meet certain criteria are asked to attend a five hour Empathy Seminar, which enlightens them on who they have victimized and the effect of their actions on the victim's lives. They are asked to write a letter of apology to the victim and, if mutually agreed upon, may at some point meet face to face with the victim.

The MRCC also sponsored the annual Work Opportunity Job Fair in a cooperative effort with other state agencies and community-based employers, to elicit employment opportunities for offenders, as well as citizens of the community. This has been a hugely successful undertaking.



The growing autonomy of our facility has resulted in the implementation of new policies and procedures, opting to satisfy standards provided by the Adult Community Residential Services menu.

Tompkins Rehabilitation and Correction Center (TRCC)

The Tompkins Rehabilitation and Correction Center is a Department of Corrections and Rehabilitation funded program at the North Dakota State Hospital. Its 90 beds are organized on three wards with 60 beds designated for male offenders and 30 beds for female offenders. Each ward has a multi-disciplinary team providing direct care services and team participation for the overall program. Quality Management meetings are held monthly in order to remain flexible in addressing the changing needs of the offenders sentenced to the DOCR and to ensure improvements are made to improve outcomes.

The mission of TRCC is to provide diagnosis and treatment services to assist chemically dependent individuals in achieving meaningful and last sobriety in their lives. TRCC provides services for inmates and community offenders.

TRCC takes an evidence based approach in providing programming focusing on a cognitive behavioral approach to modify addiction and criminal thinking and behaviors. A Correctional Programs Checklist (CPC) audit was completed at TRCC to determine the program effectiveness in implementing evidence based practices as it relates to program delivery. The auditors recognized that TRCC has adopted many evidence based practices and rated TRCC as a highly effective program. The CPC statistics as provided by the University of Cincinnati indicated that out of the 500 plus programs surveyed only 6% fall into the highly effective category.

During the biennium, 586 offenders were admitted at TRCC for services. Only 70 offenders were terminated from the program for various reasons including lack of motivation, noncompliance with program policies, altercations with other residents and chemical usage. TRCC averaged 87 offenders in programming and 109 days to complete the program. TRCC residents paid \$68,125.94 towards their obligations of courts costs and restitution.

Bismarck Transition Center (BTC)

The Bismarck Transition Center is a contract facility composed of a professional team of individuals who promote safety, preserve the rights of 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.

During this biennium, BTC went through several changes including new administration. Kevin Arthaud, a seasoned correctional employee with the NDDOCR and the Federal Bureau of Prisons, accepted the administrator position in December 2010.

BTC has 162 beds organized to serve adult, primarily male offenders on probation, parole or inmate status for the DOC&R. BTC has a screening committee with members from the community to assist administration in the selection process of appropriate clients. A multi-disciplinary team approach is used to make referrals and recommendations for the offender. The team develops a reintegration plan focusing on the offenders needs for a successful transition to the community.

BTC designates a portion of their facility as the assessment center to serve community offenders 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 60 days.

A number of BTC offenders provide skilled labor for business owners in the Bismarck and Mandan



area. The communities and business owners continue to be very supportive of the mission of BTC.

BTC is very active in the community doing Community Service projects. During fiscal year 2010, BTC residents provided 3,650 hours of community service in the Bismarck/Mandan area.

Centre Incorporated



Centre, Inc. is a North Dakota nonprofit agency that was formed in the mid 1970s. It assists the courts and other mainstream public agencies in providing community-based treatment services to establish halfway houses and other programs as a cost-effective rehabilitative program. DOCR contracts with Centre for transitional services serving adult male and female offenders on parole, probation or inmate status at their facilities in Mandan and Fargo. The contract includes services for an assessment center, re-entry program, halfway house, quarter house and inmate transition. The Fargo facility continues to maintain American Correctional Association accreditation and the Mandan facility earned accreditation during this biennium.

Centre Inc's mission is to provide rehabilitative services to individuals to achieve social re-integration. The role of Centre Inc. has been to provide for the public safety by offering specialized programs in the state that can effectively monitor, house, & rehabilitate individuals outside of institutions, jails, and prisons.

Centre Inc. addresses offender's criminogenic needs through a cognitive behavioral approach. The programming focuses on treating criminogenic and destructive behaviors and thinking with services tailored to each individual's needs. To improve the overall cognitive behavioral programming, Centre and DOCR partnered in requesting training through the National Institute of Corrections. The training was approved and Centre hosted a 32-hour training in Fargo on a newly revised curriculum for offenders called "Thinking For a Change." By participating in this training, staff became approved facilitators and learned the most up-to-date method of assisting offenders in changing their behaviors. Centre is in the process of implementing the program in the facilities.



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 residential facilities are staffed twenty four hours per day. Most residents are allowed to leave the facility for work and programming. Centre has separate housing and programming for the male and female residents.

During this biennium, Centre's management team and board of directors, with the assistance of The Village Business Institute, developed a Strategic Plan to redesign its programs and outcome measurement practices to better adhere with the evidence from research on the 8 Principles of Recidivism Reduction. One area of focus is to improve the communication techniques of staff and to make interactions meaningful. In order to achieve this goal; Centre staff is participating in Motivational Interviewing training facilitated by a national expert. This communication technique is proven to engage offenders in making lasting changes.

Centre assesses offenders using a standardized assessment tool (LSI-R), to measure the offenders risk to reoffend upon admission and discharge from their facilities. On a 54-point scale, the average reduction in risk in 2010 was approximately 5 points.

Centre in Fargo is intensifying its efforts to engage ex-offenders in community projects. It adopted Unicorn Park on a 5-year agreement for residents to take care of the neighborhood park as a community service project. Plans are also underway for the residents to work with Habitat for Humanity. Two of Centre's programs in Fargo were chosen by the Philanthropy and Youth organization to receive \$1,000 grants, based on the services Centre provides to the offenders and to the community.

Centre enhanced its employment services during this biennium, by having staff provide more 1:1 help to residents in preparing for job hunting, decreasing the amount of time it takes them to find a job, and communicating with employers in the community with the goal of increasing ex-offender's opportunity to be hired for meaningful work. Preliminary outcomes are showing positive results.

Centre enhanced its program for families of offenders. Research shows that successful reunification with their families is one of the main protective factors preventing people from returning to crime. According to the exit surveys, 100% of the families who participated rated the program as helpful.

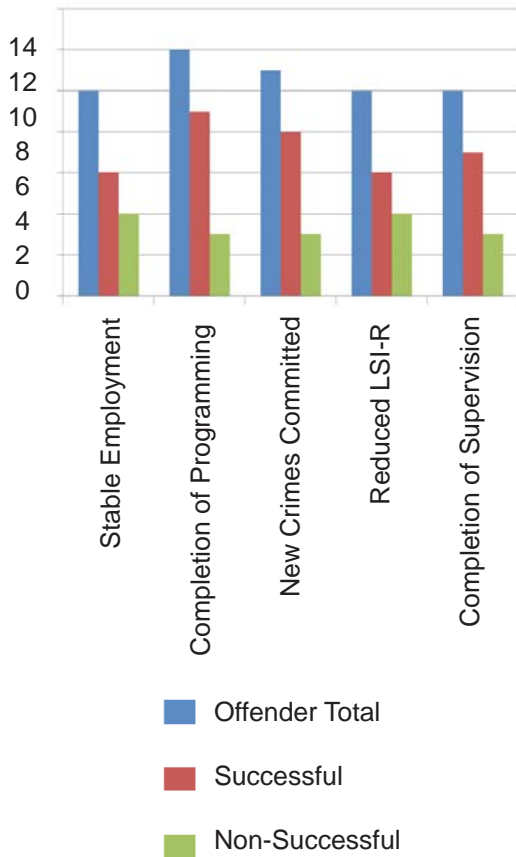
Heart of America Correction and Treatment Center (HACTC)

The DOCR contracts with Heart of America Correction and Treatment Center in Rugby, ND for 25 residential substance abuse treatment beds serving adult male inmates. The treatment is provided in a secure jail setting with an average treatment episode lasting 90 days.

Inmates placed at HACTC have been assessed and referred for substance abuse treatment. The treatment program offers various groups including Addiction Treatment, Cognitive Restructuring, Relapse Prevention, Occupational Therapy, Anger



Lake Region Reentry Program Outcomes



Management, Recreational Therapy, Embracing Fatherhood, Re-entry, Relationships and GED. The Treatment Unit has a Clinical Director, three Licensed Addiction Counselors and two Human Relations Counselors as well as security staff providing 24 hour per day monitoring. This biennium there were 196 participants with 181 inmates having a successful completion

Lake Region Residential Reentry Center

The Lake Region Residential Reentry Center is a Community Corrections Residential Program located in Devils Lake, North Dakota. The facility opened in March of 2009 and houses twenty males and eight females, with offenders generally from the Lake Region area. The DOCR began contracting with the facility in order to provide reentry services to offenders on parole. Offenders work with members of the Lake Region Reentry Team, which is a team of staff formed to provide wrap-around case management services. The Lake Region Reentry Report from June 2011 showed successful completion of 70% of the offenders paroled via the Reentry Program. As of July 2011, the DOCR expanded its contract with the LRRRC to provide Inmate Transitional, Residential Reentry and Community Corrections Programs.

Teen Challenge

Philosophy: North Dakota Teen Challenge is founded on firm moral principles, grounded in the Bible. These principles are the basis and foundation for healing, restoration, and life recovery.

Mission: North Dakota Teen Challenge assists adults, ages 18 and above, in gaining freedom from addiction by applying Biblical principles to establish a drug-free lifestyle; enhancing social skills; improving work habits; building supportive relationships and learning relationship skills; and growing in a personal relationship with Jesus Christ. North Dakota Teen Challenge is a faith-based residential recovery program for people battling with drug and alcohol addiction. Adults, ages 18 and over, from every ethnic, socio-economic, and religious background are welcomed with open arms as they embark on their new life. Teen Challenge was started in New York City in 1958 by Reverend David Wilkerson and now has 600 centers worldwide.

County Jails

The Community Corrections Agent located at MRCC provides case management for our offenders housed in contract county jail facilities. Case management services focuses primarily on transportation and housing needs, sex offender registration and treatment recommendations to prepare the inmate for a successful release into his community.

Medium Security Facility

The James River Correctional Center (JRCC) is a medium custody facility that houses male inmates and is part of the North Dakota Department of Corrections and Rehabilitation. The JRCC continues in its mission of protecting the public by maintaining a safe and secure environment for those persons confined by the courts. There have been no escapes or in custody deaths during the past biennium.

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 has a maximum designed capacity of 365 inmates. Each housing unit had small kitchenettes that were designed to be used for food service. After the transfer of the kitchen from NDSH to JRCC, we were able to convert these kitchenettes to create an additional 22 beds. Due to the significant increase of inmates into the system, an additional 24 bunk beds were added to JRCC. These bunk beds remain in use today. This is a total of 46 beds that were added above the original design capacity without additional custody staff.



The Special Assistance Unit opened in 2002 as a proactive response in managing our increasing numbers of inmates with mental illness, suicidal thoughts, or other special needs. This 24 bed unit provides numerous programs such as life skills, anger management, social skills, individual counseling and problem solving along with close medication therapy to provide a safe and secure option for this population of inmates. Between 2009 and 2011, we have had approximately 248 inmates served by this program and we have averaged approximately 18 inmates in the unit daily.

During the past biennium, JRCC continues to partner with the State Hospital in sharing services to reduce costs. The North Dakota State Hospital provides psychiatry, grounds keeping, and warehouse services. The JRCC provides food service and laundry along with training and support for the staff assigned to the sex offender unit including emergency security support. This cooperation has created significant

savings to tax payers in avoiding duplicate services.

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. JRCC inmates have helped in recent flood efforts in the Jamestown area by filling sandbags at the facility. Staff conducted food drives, has adopted two miles of interstate for litter control, and volunteer in many areas.



Development of a security audit program was completed for the facilities which provides a tool to evaluate security systems and operations and take corrective action steps. The process will use technology providing an automated process for scheduling reviews and inspections of the critical areas of the facilities.

Policy and procedures were reviewed, updated and uniformly formatted. An electronic manual was developed and placed on the DOC&R intranet.

We continue to develop the use of evidence based practices to identify and reduce identified risks of inmates in the development of programming.

We changed the process for inmate discipline to take advantage of the latest Supreme Court decisions allowing a more streamlined process that was fair and objective and assists in maintaining safe and secure facilities while holding inmates accountable for their behaviors. The new process and the extensive training that was conducted have reduced our liability created by due process violations required for formal hearings.



JRCC ran a pilot project involving the creation of treatment teams in the different housing units and changing Unit Management from a department to a process of managing the facility. The unit teams demonstrated improved communication and understanding between the different disciplines, more individualized program planning for the inmates, more valuable program reviews and adjustments, better observation of inmates enabling early detection of problems, common goals and a more positive living and working environment for inmates and staff. We continue to work toward full and permanent implementation.

With the cooperation and guidance of the Great Plains Assistance Dogs organization we started training dogs for people with disabilities. The program started in November 2008 and to date 45 dogs have received training at JRCC with 22 reaching the necessary skill level to be placed with a person in need. The program provides inmates with the ability to learn many skills associated with program and the presence of dogs in the facility has had a positive impact on the overall climate of

the facility. The program currently employs 15 inmates working with up to six dogs at a time. The dogs reside in the facility within the inmate population during the entire training cycle.

MRCC inmates were sent to JRCC in June of 2011 due to flooding in Bismarck. An average of 57 inmates were housed on the third floor of the administration building. Work crews were created to work on the buildings and grounds of the campus to keep them occupied.

Electronic logbooks used for documenting facility activities were created allowing us to eliminate the old paper logbooks. The electronic log allows us to search for and retrieve important information faster and allows authorized persons to read any log from any work station within the DOC&R saving significant man hours.

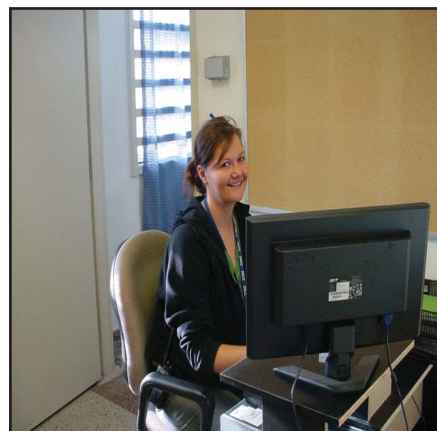
Increased educational services by adding a temporary staff member, Bryan Miller, through the use of grant funding. Moving this position from the ND State Penitentiary to the James River Correctional Center addressed a growing need for basic adult education skills for students.

Collaborating with the ND State College of Science strengthened the college program. Each fall and spring semester students may enroll in 2-3 general education classes that will apply toward a certificate, diploma, or degree from a ND University System institution.

In response to a need determined through assessments, Applied Mathematics classes were implemented to improve skills required for many technical skilled jobs. Individual interviews of new arrival inmates through the orientation unit reveal a large percentage pursue jobs in technical skill fields such as construction. Preliminary outcomes of pre/post tests demonstrate consistent improvement in student skills.

There have been 55 inmates that have been tutored at JRCC with a total of ten graduating. When an inmate is first consulted, a majority of them start at red. JRCC has also consulted a handful of students who have been considered “non-readers” which means that these students need instruction on letter and sound identification before implementing the full Read Right methodology. The most common color at JRCC currently is blue.

- Red ~ pre-K to 1st Grade
- Green ~ 2nd to 3rd Grade
- Blue ~ 4th to 5th Grade
- Lime ~ 6th to 8th Grade
- Purple ~ 9th to 10th Grade



Maximum Security Facility

The North Dakota State Penitentiary (NDSP) is a maximum custody facility that houses male inmates sentenced to the North Dakota Department of Corrections and Rehabilitation. The facility has seven housing units with a capacity of 562 inmates. The mission of the NDSP is to protect the public by maintaining proper custody of the offenders sentenced by the courts; to provide a safe and healthy environment for staff and inmates; and to offer the best work, education, and treatment programs possible, encouraging inmates to make the needed changes to be law abiding and successful in society. NDSP did not have any unnatural inmate deaths or escapes during the biennium.



The reception and orientation unit for all male inmates sentenced to the ND DOCR is located at NDSP. Male inmates remain in the reception and orientation unit, separate from general population inmates, for approximately four weeks undergoing assessments and orientation classes prior to being placed in permanent housing units at the NDSP or other DOCR facilities. A number of inmates arrive without proper forms of identification. It is not possible to secure employment or obtain stable housing, both which are critical for success upon re-entry, without proper identification. To assist inmates in obtaining identification, the ND DOCR entered into a memorandum of understating with the North Dakota Department of Transportation. In January 2010, ND DOT employees began taking pictures, on a monthly basis, necessary for state identification cards in the reception and orientation unit of NDSP.

The sixty bed administrative segregation unit located at the facility houses DOCR inmates that pose a serious threat to life, property, self, staff or other inmates, or to the security or orderly running of the institution. Inmates requesting protective custody may also be placed in administrative segregation. Thinking for a Change, a cognitive behavioral program, was added as a program option for inmates in administrative segregation to support the inmates in changing their behavior and preparing for release back to general population. This is in addition to conflict resolution programming that has been offered in the unit for a number of years. Inmates housed in the unit are also able to work on obtaining their GED's. Programming space is minimal and not conducive to having high custody inmates engage in programming. The administrative

segregation unit, included in the construction project, is designed to provide programming space in a high security unit.

The NDSP construction project was approved during the 2009 Legislative Session and is scheduled to be complete in December 2012. This project has been a priority during this biennium. The construction project includes a 180 bed general housing unit which will allow NDSP to discontinue using the East Unit, which is over 100 years old. In addition to the new general housing unit, the project includes a 120 bed reception and orientation unit, a 106 bed administrative segregation and disciplinary detention unit, and a 22 bed medical unit.

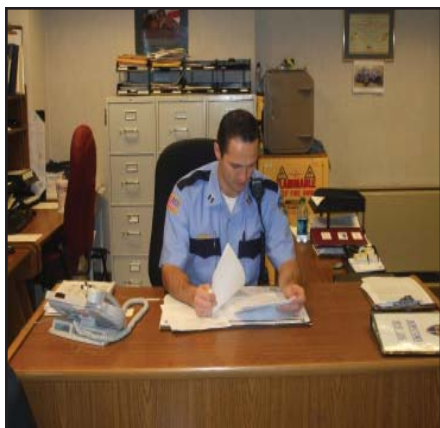
In July 2009, BWBR Architects from St. Paul, Minnesota, was selected as the architectural firm for the construction project. A construction core group comprised of the DOCR Director of Administration, DOCR Plant Services Director, DOCR Medical Director, NDSP Warden and NDSP Deputy Warden of Operations was developed. Initially this committee met at least monthly, but as the construction project progressed, the group meets as necessary. Many other NDSP subject matter experts participated in meetings with BWBR and other contractors to prepare for construction. Advances in technology have naturally found their way to corrections, and this is a major focus as NDSP moves through the construction process. An example of this is video visitation that will be available when construction is complete. Friends and family will be able to visit an inmate from a room located in the administration area through a computer screen. This will reduce the need to move high security inmates to the visiting room and will provide additional visitation opportunities if the visiting room is full. The increase in technology use will require NDSP to hire employees that have expertise in this area.

In December 2011, a thorough staffing analysis was completed by NDSP management staff to determine staffing needs upon completion of construction. The staffing analysis format followed was developed by the National Institute of Corrections. The information was provided to the North Dakota Legislature during the 2011 Legislative Session. To compete with the many job opportunities in the state, NDSP will need to focus on recruiting qualified people to adequately staff the facility.

Kiosks were installed at NDSP that allow inmates to send and receive secure electronic mail. All electronic mail is screened for content. This assists security by providing efficient electronic screening and reducing the chance for contraband to be sent through the mail. The Kiosks have capabilities currently being explored such as downloading music and books. The advantage to these capabilities is they will greatly reduce the amount of property in inmate cells, therefore, improving security.



Handwritten logbooks have been used at NDSP for over 100 years. In September 2010, the ND DOCR converted from hand written log books to electronic log books. The conversion assisted with efficiency and eliminated the issue of illegible log book entries.



A uniform process for reviewing all DOCR policies and procedures was implemented. Policies and procedures are accessible to all DOCR staff on the intranet. A new inmate disciplinary process that allows behavior issues to be addressed in a timely manner was implemented. This required training both staff and inmates on the new disciplinary process.

The DOCR has been focusing on evidence-based principles to enhance public safety and reduce recidivism. The DOCR is working with the University of Cincinnati to redesign the programming offered to offenders and integrate evidence based practices in the daily operational practices of the prison facilities. NDSP employees must be well versed in both risk control strategies to restrain behavior and risk reduction strategies to change behavior.

All NDSP staff members were trained in Effective Communication Motivational Strategies in the spring of 2011. These strategies allow staff members to make the most of their frequent contact with offenders by using specific communication techniques designed to improve offender readiness to change. All NDSP staff members continue to participate in weekly learning teams to practice the strategies.



Approximately 21 percent of offenders sentenced to the DOCR do not have a high school diploma or GED. These inmates are required to engage in educational programming. The Read Right Program was implemented by Education Department staff in June 2010 to assist inmates in achieving excellent reading ability.

Warden Tim Schuetzle retired in April 2010 after 18 years as the NDSP Warden. Robyn Schmalenberger began her duties as NDSP Warden in May 2010.

Parole & Probation

Parole and Probation provides supervision and 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. In addition, we also provide supervision of cases from other states under the terms of the Interstate Compact. We currently have fifteen district offices throughout the state. They are located in Williston, Minot, Bottineau, Rolla, Devils Lake, Grafton, Grand Forks, Fargo, Wahpeton, Oakes, Jamestown, Bismarck, Mandan, Washburn, and Dickinson.

With the passage of SB 2190, Parole and Probation now has the authority to supervise sex offenders who are released into the community on civil commitment. Prior to this, these high risk sex offenders could be released into the community with little to no supervision. This was a new concept as it is the first time that we had authority to supervise offenders that did not come from the criminal court. With the cooperation of the Department of Human Services and State District Courts, these offenders are now being released and provided with strict supervision in the community.

Parole and Probation has experienced a significant increase during the biennium in offenders under supervision. The caseload on July 1, 2009 was 4851, and increased to 5124 on June 30, 2011, a net increase of 273 offenders on supervision. The increase was realized in both our male and female population. The number of males increased from 3610 offenders to 3823. The female population increased from 1241 offenders to 1301.

Parole and Probation makes every effort to work with offenders in the community, keeping in mind the ultimate goal of community safety. When an offender is placed on supervision, they meet with an officer who completes a comprehensive risk assessment; Level of Services Inventory – Revised (LSI-R). The LSI-R is the roadmap that is used to identify the risk factors that should be addressed to reduce the risk to reoffend, and give them the best opportunity to successfully complete their supervision. The officers look at all risk factors, but concentrate on the top three risk factors that are identified. They then complete a comprehensive case management plan that address these risk factors, as well as any special conditions that may be imposed by the courts or Parole Board. Officers are trained in Effective Communication/

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.

Motivational Strategies, and work with offenders to make the changes in their lives to be successful. Parole and Probation Officers are certified law enforcement officers who enforce the conditions of supervision and make arrests as necessary. It is a delicate balance for the officers to ensure the safety of the public, while doing whatever possible to assist the offender to change their behavior and to live successfully in the community.

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. One of components of TPC is to enhance intrinsic motivation to change, and Parole and Probation, as well as the other divisions of the DOCR, have began the process of training all staff in Effective Communication/Motivational Strategies (ECMS). ECMS is an evidenced-based program that can assist offenders to change the behaviors that get them in trouble. As part of TPC, Parole and Probation has continued to work closely with all stakeholders in the community to assist with supervision for the offenders. Clearly, with agencies working together to assist the offenders, we can achieve more positive results. We have been able to reduce the percentage of cases closed due to revocation from 44.4% in 2006 to 38% in 2010. The reduction in revocations, and subsequent reduction in offenders being sent to prison, is a huge savings to the taxpayers of the state. Not only are fewer offenders being returned to prison, but communities are safer because of the risk reduction efforts being made.

Collections

Amounts Collected from Offenders in 2009-2011:

• Restitution	\$2,737,743.35
• Court Costs	\$86,214.43
• Fines	\$351,769.74
• Court Fees	\$1,295,007.89

Parole and Probation is tasked with collecting financial obligations from offenders. In addition to these court ordered obligations, the DOCR also obtained \$17,929.54 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 currently 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 attempts to divert offenders from entering the correctional system by providing intensive supervision and treatment services. Each court has a drug court team consisting of a Judge, States Attorney, Treatment Staff, and a Probation Officer. Every offender accepted into the Drug Court meets with the team weekly in court,

as well as frequent contact with the assigned Probation Officer. Any offender violations are dealt with swiftly and aggressively, and the team works closely with the offender to assist them in any way possible. During the 2009-2011 biennium there was a total of 179 new participants to the drug court programs. Of that number, 116 of the cases were graduates of the program, which equates to 64%. On July 1, 2009, there were 81 active clients in the program and as of June 30, 2011, there were 90 active clients in Drug Courts throughout the state. The Drug Programs have shown consistent results for the last two bienniums and have proven to be an effective alternative for offenders that are willing to make the commitment. These programs have made a significant impact on the number of offenders that may have potentially entered the DOCR institution correctional system.

Re-Entry Programs

There are currently four Re-entry teams operating in the state of North Dakota. These are community programs, and Parole and Probation has staff assigned to work cooperatively with these teams in each community. Bismarck and Fargo have had established Re-Entry teams for several years, and Devils Lake and Grand Forks began programs during this biennium. Re-entry is a community effort to work with inmates being released from incarceration, and formulating a plan to successfully reintegrate them back into society. These teams consist of several community stakeholders such as Job Service, Treatment, Housing, Education, Law Enforcement, and others to truly assist the offenders. The officers assigned to Re-entry work as part of the team, and also provide intensive case supervision to what is typically a high risk population.



Sex Offender Management

The Parole and Probation Division actively supervises a population of about 375 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. All of these assessments are used to develop a detailed case supervision plan that will guide the work with the offender. All sex offenders are supervised as 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 Investigation 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.

A serious challenge for our Sex Offender Specialists is to find appropriate housing for their offenders. Although everyone seems to recognize their need for housing, no one wants them living in their neighborhood. To help with this situation in the Bismarck area, a trailer was obtained and placed on the grounds of the North Dakota State Penitentiary. To date, thirty offenders, mostly high risk, have resided at the trailer. The average length of stay is 70 days, as it is not intended as long-term or permanent housing. This has helped greatly in the Bismarck area, but housing in other areas of the state is an on-going challenge.

Devils Lake "HOPE" Program

The HOPE Program (Hawaii Opportunity for Probation with Enforcement) is a pilot supervision program started in Devil Lake. HOPE began in the state of Hawaii, and is modeled on the concept of immediate consequences for offenders that violate their conditions of probation. Offenders and the court are more closely linked, and the probation officers are a key component of the supervision style. If the offender commits a violation, they appear immediately before the Judge where they face swift and appropriate consequences. This form of supervision is a way to attach a consequence to an inappropriate behavior, which will hopefully modify the offender's behavior pattern in the future. This program is in its infancy and the DOCR will be assessing its value.



Fugitive Task Force

In 2010, Parole and Probation became part of a multi-agency Fugitive Task Force that is operating in the Fargo area. Frequently, offenders under supervision will abscond and not report as required to their probation officers. These offenders are high risk to commit new crimes, and seeing that they get apprehended as soon as possible is a top priority. One probation officer is assigned to the Fugitive Task Force with emphasis on finding offenders wanted for violating the terms of their probation. Although the task force is still relatively new, they have shown great success in apprehending probation violators.

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 small growth during the biennium and we currently have 55 offenders on GPS. Officers are able to continually monitor the whereabouts of offenders via the internet and are advised of violations as

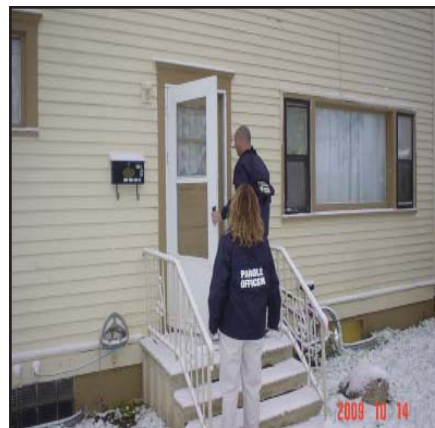
they occur by STOP. The On-Call Officers are essential to the success of the program. Officers are on-call 24/7 to respond to any violations that may require immediate attention. Although GPS is only an additional tool to monitor offenders and not a magic bullet to stop crimes, it has proven to be a 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.

SCRAM (Secure Continuous Remote Alcohol Monitor)

The use of SCRAM began as a pilot project in the Bismarck area in October of 2010. SCRAM is an electronic device placed on an offender's ankle that monitors for the use of alcohol. It is used primarily as a condition of parole, or an intermediate measure for those offenders that have alcohol abuse issues. Since starting the project, the Bismarck area has placed 94 offenders in the SCRAM program. Of those placed in the program, fourteen (14) have been terminated for noncompliance. The program has documented only sixteen (16) positive alcohol readings since inception of the program. Although the program is still in its infancy, the early results are positive and appear to have a deterrent effect on the use of alcohol. The program is now being expanded to include the remainder of the state.

EDGAR

EDGAR is the Electronic Document Storage System created and used by Parole & Probation. This program was originally piloted in Grand Forks in 2007 and proved to be successful. An EDGAR Committee was formed and was instrumental in determining the future implementation of the system. Slight modifications were made to the system and it was implemented state wide starting in July 2010. Due to the dedication and hard work of the Parole & Probation Staff, the conversion of paper files to electronic was completed by January of 2011. In June of 2011 the decision to move to electronic file storage has proven to be a good one. The Minot District Parole & Probation Office was destroyed by the flood and thankfully all of our active case files were electronic. If not for the decision to go with the electronic file storage all of our files may have been destroyed. In 2010 and 2011 the State Court system converted to electronic file storage and the DOCR was ready and able to adapt easily to changes due to the creating of EDGAR.



Future Goals and Challenges

The Division of Parole & Probation is committed to improving staff skills to effectively manage offender's risk in the community. Staff is implementing Evidence Based Practices in their daily contact with offenders. We are focusing on developing our



Effective Communication/Motivation Strategies skills. Staff continue to embrace the Transition from Prison to the Community (TPC) initiative and have built excellent relationships with stakeholders in the community. These practices will afford offenders the ability to make positive changes in their behavior.

The oil boom in Western North Dakota is having a definite impact on staff. There is an abundance of employment opportunities; however, housing is very limited. We are seeing many offenders transferring to the area from both within and out of state. Communities are growing at a rate that infrastructure cannot keep up with. We are seeing an influx of people with criminal histories moving into the area. This is impacting the local law enforcement and potentially the DOCR. If the number of offenders on supervision continues to increase, the need to provide adequate staff to effectively manage the population will increase. The Division of Parole & Probation will need to be diligent in adapting to the changes affecting our state.

Treatment

The treatment division of the North Dakota Department of Corrections is presently and aggressively pursuing evidence based practices as the means to reduce offender recidivism. Through the provision of actuarial assessments, targeted interventions, increased reinforcement, enhanced offender motivation, and directed skill practice for offenders engaged in treatment programs, the treatment division will lead the way to a reduced recidivism rate among North Dakota's offender population.

The 2009-2011 biennium brought new structure and new goals to this dynamic division comprised of human service professionals in addiction, social work, conflict resolution, and sexual offending fields. The division underwent a dramatic structural reorganization to align the treatment division with the prison facility in which it serves. The wardens have increased their involvement in treatment related activities and decision making to create a more consistent environment for offenders. This structural change allows for the creation of a comprehensive team approach of security, unit management, programs, and treatment to hold offenders accountable for change and ultimately reduce the risk of reoffending. This team approach has included increased communication between the officers on the floor and clinicians who, when working in tandem, establish, reinforce, and maintain a meaningful, 'once in a lifetime' correctional experience for the offender in which rehabilitation is king.

Part of our aggressive shift to a new treatment philosophy and structure resulted in an increase in offenders served in both individually and in group activities by nearly 150%. James River Correctional Center (JRCC) piloted over five new programs to engage offenders in treatment activities focused on getting motivated for treatment, better communication, parenting, acknowledging cognitive distortions, anger management, Thinking for a change, and loss. Not to be outdone, Missouri River Correctional Center piloted a Restorative Justice program to engage offenders in an empathy building and victim-centered program to increase their awareness of the consequences of criminal activity. The North Dakota State Penitentiary began implementing Dual Diagnosis programs for offenders enrolled in Substance Abuse treatment as well as four Thinking for a Change (T4C) groups, including one for offenders in administrative segregation – something never before done!



Along with the restructuring of the division, the DOCR acquired a tenacious clinical director this fall, Dr. Lisa Peterson, a new clinical psychologist and North Dakota native. Dr. Peterson has focused her expertise on correctional populations both in North Dakota and in Texas with the Federal Bureau of Prisons. As clinical director, Dr. Peterson will provide clinical oversight for the treatment divisions of JRCC, MRCC, and NDSP and ensure that services are consistently delivered with the highest quality and program fidelity required to effectively reduce offender recidivism.

The drive towards reduced offender recidivism and successful community integration led the DOCR to undertake an aggressive program redesign effort initiated in April 2011. Acknowledging that punishment, deterrence, and anecdotally supported methods of treating offenders just don't work to reduce reoffending behavior, the program redesign is focused on increased adherence to evidence based practices; programming empirically supported to reduce criminogenic risk. The redesign project will last 14 months and will be conducted in four phases across the three male prison facilities, JRCC, MRCC, and NDSP, and includes stakeholders from contract facilities and parole and probation services to expose the entire North Dakota correctional field to 'what works' research and practices.

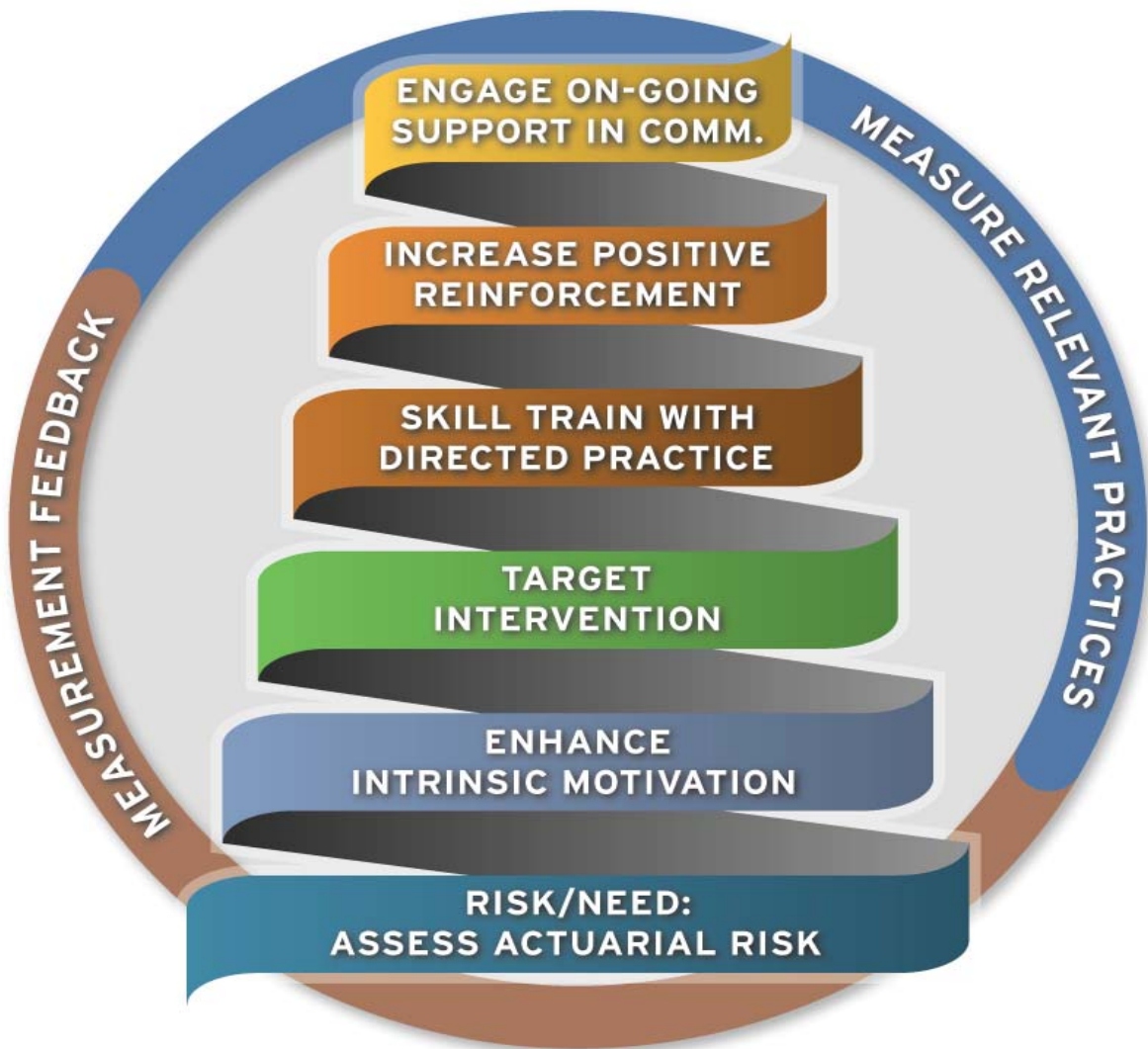


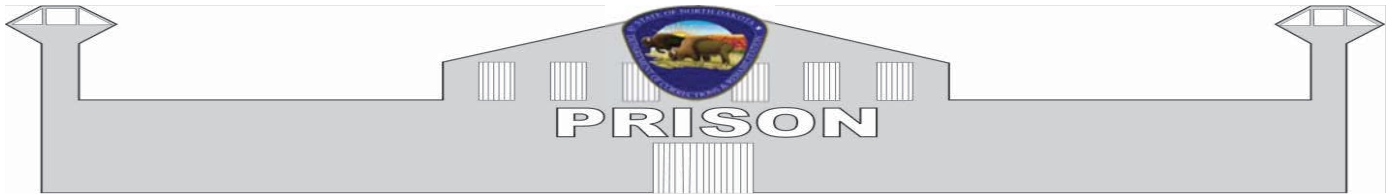
The redesign is under the consultation of the University of Cincinnati Center for Criminal Justice Research and includes a thorough overhaul of current treatment activities to ensure policies, protocols, and practices that are supported by research to reduce recidivism and criminality. The redesign represents a paradigm shift for the entire prison system and will result in the following changes by September 2012:

- Adherence to a cognitive behavioral model based on the understanding that criminal thinking results in criminal behavior
- Empirically supported interventions focused on reducing criminogenic risk
- The targeting of offenders who have a higher risk of recidivism
- Prescription of an appropriate dosage of treatment for maximum treatment effect
- Increased reinforcements for prosocial behavior at each facility
- Staff training in and utilization of effective communication and motivational strategies (ECMS) to enhance offenders' intrinsic motivation for change
- Program offering and philosophy consistency at all the three prison facilities

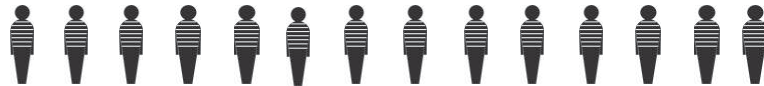
- Quality assurance measures implemented to ensure fidelity to program model
- Outcomes measured and feedback delivered on outcomes

While 2009-2011 has been an exciting biennium for the treatment division, we look forward to even greater prospects in the coming biennium as we progress towards a correctional environment in which every interaction is a chance to disrupt criminal thinking and there is no escape from the offender's opportunity or responsibility to change.





1494 Appraisals Completed



1243 Substance Abuse Evaluations Completed



720 Conflict Resolution Program Assessments Completed



399 Sex Offender Assessments Completed



321 Offenders Completed Substance Abuse Treatment



193 Offenders Completed a Cognitive Restructuring Program



165 Offenders completed Sex Offender Treatment



116 Offenders Completed Conflict Resolution or Batterers Programming





REDESIGNING FOR REDUCED RECIDIVISM

ECMS TAP TPCI CBT EBP CCP ICCPC

WHY?

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

How?

By doing what is *scientifically proven* to reduce recidivism, **EVIDENCE BASED PRACTICES.**

ASSESS RISK AND NEED

Assess the risks and needs of each offender using scientifically supported instruments:

- ASI/LSI-R hybrid (prison only)
- TCU Criminal Thinking Scales
- Static-99R (*sex offender specific*)
- MnSOST-R (*sex offender specific*)

ENHANCE INTRINSIC MOTIVATION

Train staff on Effective Communication/Motivational Strategies to increase internal awareness and support for positive change by resolving ambivalence through Risk Control and Risk Reduction.

- Express accurate empathy
- Develop Discrepancy
- Avoid Arguing



- Roll with Resistance
- Support Self Efficacy



TARGET INTERVENTION

Risk Principle: Prioritize supervision and treatment resources for higher risk offenders

Need Principle: Target interventions to address the needs that make offenders more likely to engage in criminal activity (criminogenic needs)

- Case plans focus on Top 3 Criminogenic Needs
- Program redesign prioritizes treating criminogenic needs

Responsivity Principle: Be responsive to temperament, learning style, motivation, gender and culture when assigning to programs

- Treatment Department Multidisciplinary Staffing
- More consideration to responsivity in program redesign

Dosage: Structure 40%-70% of high-risk offenders' time for 3-9 months

Treatment Principle: Integrate treatment into the full sentence/sanction requirements

- Case Plans (TAP)
- Enhanced supervision-community
- ICCPC-institutions
- Revocation Staffing with ITPC

SKILL TRAIN WITH DIRECTED PRACTICE

Offenders practice skills to reduce criminal thinking and behaviors in a cognitive behavioral model:

- Thinking for Change
- Conflict Resolution
- Substance Abuse – new curricula
- Sex Offender – new curricula

Staff must skill train with directed practice in the following areas:

- ECMS Learning Teams
- Core Correctional Practices (CCP)
- Cognitive Behavioral Treatment (CBT)
- Thinking for a Change (T4C)

INCREASE POSITIVE REINFORCEMENT

The goal is to increase prosocial behavior through the use of reinforcers applied when offenders demonstrate the behavior we want to see more of. Examples of reinforcers would include verbal praise, inmate awards, character coupons redeemable for commissary, etc.

ENGAGE ONGOING SUPPORT IN COMMUNITY

- Transition from Prison to Community Initiative (TPCI): Reduce recidivism through collaboration with the community; evidence based practices, and effective case management.
- Reentry Teams and ICCPC aligning services in the community
- Transitional Accountability Plan (TAP): systematic case plan that spans the entire TPCI Model



MEASURE RELEVANT PRACTICES

- Recidivism, Reoffending, and Revocation Tracking
- Quality Assurance for service delivery & group observation
- Reassess offenders with LSI-R to identify risk reduction
- Correctional Program Checklist (CPC) Audit for EBP
- Implementing goal/strategy evaluation in TAP
- Track Data: Itag, Docstars, ICCPC, and Reentry Teams

MEASUREMENT FEEDBACK

- Data feedback to staff and management
- Annual report to Reentry Teams
- Correctional Program Checklist (CPC) reports

Industries

On July 1, 2010, Rough Rider Industries assumed the operation of the inmate commissary which provides services to approximately 1,450 inmates housed at the North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, and the Dakota Women's Correctional and Rehabilitation Center. While still in its inception, the commissary is proving to be a successful endeavor and is a good fit for the North Dakota Department of Corrections and Rehabilitation's (DOCR) goal of reducing recidivism.

The mission of Rough Rider Industries is to provide appropriate educational, employment skills and training opportunities allowing offenders pathways to reenter the community successfully, thereby reducing recidivism.

Rough Rider Industries, the DOCR workforce training program, located its central commissary operation at the James River Correctional Center in Jamestown. From that location products, which range from food to hygiene items, clothing and electronics, are received, inventoried, stocked, shipped and delivered on a weekly basis to all four facilities. All products offered for sale are reviewed and approved by the appropriate DOCR officials considering inmate needs and security requirements. Inmates order from a catalog of pre-approved items and fill in a bubble-sheet order form. The forms are scanned into the system which verifies the inmates' eligibility to purchase those items and the availability of funds to pay for the purchase. The orders are inspected for accuracy and packaged into clear, tamper-proof plastic bags for delivery to each facility.

Operating the commissary locally is a win-win situation for the inmate population as well as ND taxpayers. The commissary provides goods for inmate purchase and allows opportunities for inmates working in the commissary to be trained in transferable skills in the fields of retail, warehousing and inventory management. The commissary currently employs ten inmates at the James River Correctional Center and one inmate at the North Dakota State Penitentiary.

Providing work programs utilizing on-the-job experiences will help to enable inmates to transition back to the community from incarceration. Having transferable skills upon release from prison is an important component of the DOCR reentry efforts. Profits generated from commissary sales will be used to sustain commissary operations and to enhance the department's current and future educational and vocational re-entry efforts.

On July 1, 2010, a grant was awarded to Rough Rider Industries to start a state of the art welding program by a ND Workforce Enhancement Grant and by Workforce Investment

Act Governor Set-Aside Program funds. Matching funds are provided by the ND Department of Corrections & Rehabilitation Inmate Betterment Fund and Bismarck State College.

After purchasing text books, netbooks and simulators the first class was held on November 12, 2010. Bismarck State College and the ND Department of Corrections & Rehabilitation have collaborated to offer a thorough and comprehensive welding program to qualified inmates at the Missouri River Correctional Center. This effort was pioneered through the Transition from Prison to Community Model.

The ND Workforce Talent Initiative and Workforce Development identified welding as one of the skills most in demand throughout the state. The ultimate goal is to reduce prisoner recidivism by providing education and work programs that lead to meaningful employment.

Participants for this demonstration project are recruited from inmates housed at the Missouri River Correctional Center. Each participant must submit an application of interest; undergo an assessment to meet eligibility requirements and interview to determine their commitment to participating in and completion of the project, as well as their goals for employment upon release.

The welding technology series includes five theory courses essential to the welding field that are offered online. The courses are instructor-led, asynchronous, and completely online. Students learn from and participate in threaded discussions, self-check exercises, video and audio and text-based lectures, quizzes, animations and graphics. Because inmates are not allowed access to the internet, netbooks are used for the participants to complete their online assignments. The online courses take about six weeks to complete.

To meet the industry requirements for hands-on training, three portable computer-reality welding units that simulate welding with a variety of metals and processes and a variety of conditions and positions were purchased. The VRTEX 360 SimWelder is a virtual reality arc welding trainer from Lincoln Electric designed to allow students of all levels to practice and learn welding techniques in a simulated environment. Benefits of adding the VRTEX 360 to the program include 1.) Reduced scrap associated with welding – no need to recycle used welding coupons, damaged or unused welding consumables, and associated metals. 2.) Reduced training costs – no welding consumables, shielding gas, welding coupons, gun tips and nozzles, and other related purchases. 3.) Provides reduced energy consumption – the SimWelder simply uses a 110-V outlet – compared to a traditional training environment with welding and weld fume control equipment. 4.) The mobility





of the units will increase the future training opportunities for the inmates at all of the ND DOCR facilities. According to Kurt Goltz, Technical Representative for the Lincoln Electric Company of Davenport, Iowa, the BSC/DOCR welding program is the first and at this time the only program in North Dakota utilizing the SimWelders. As of December 2010 four other correctional facilities throughout the United States were using this method. The simulated training is taught by a BSC Professor of Welding, CWI-CWE. An Industries Specialist with the Rough Rider Industries metal shop at the Missouri River Correctional Center, has also been trained on the use of the welding simulators. The simulated training is a two week course.

Once the students have completed the simulation training, BSC will bring a state-of-the art mobile welding trailer on-site to complete the requirements for the American Welding Society (AWS) plate certifications. This trailer will provide students with at least two weeks of hands-on instruction and testing. Once attained, the AWS certification standard is accepted nationally.

Included in the training are union members coming to talk to the students about the welding trade – the skills and ethics they need to get into the trade. Because BSC's welding instructors have an excellent relationship with the welding industry and the unions, they will know that once the students finish the program and are released from prison they have a good work ethic, good technical skills and know welding theory such as blueprint reading and basic metallurgy.



At the end of this biennium we had a 100% completion rate with 13 inmates graduating from the course. Three inmates, that we know of, are employed in the welding field and one has continued his studies at Bismarck State College.

Work Opportunity Job Fair

The Department of Corrections and Rehabilitation organized and sponsored the 3rd Annual Work Opportunity Job Fair in 2011. Rough Rider Industries, along with the Missouri River Correctional Center, provided staff to co-chair the committee responsible for organizing the event. The event, held May 3rd at the BSC National Energy Center of Excellence, was open to the public. Almost 200 job seekers visited with 38 booth sponsors attending the event.

The job fair is a community event organized to assist individuals with employment barriers. It is specifically designed and organized to market and promote the advantages of hiring ex-offenders, with a goal to increase the number of offenders and individuals on parole and probation to participate in the job fair. Special efforts were

made to assist with job readiness, training, and employment opportunities for individuals with prior convictions, disabilities, who receive public assistance, and anyone qualifying for the Work Opportunity Tax Credit. Successful efforts were made to involve minimum security inmates, transitional offenders and individuals on parole and probation being released into the community and to offenders moving into halfway houses or on supervision in the Bismarck-Mandan area.

In addition to the Missouri River Correctional Center, Rough Rider Industries collaborated with Bismarck State College, U.S. Probation & Pretrial Services, Job Service of North Dakota, Lutheran Social Services, Career Options, PRIDE, Inc., Youth Works, the North Dakota Division of Vocational Rehabilitation, the North Dakota Department of Commerce, H.I.T., Community Options and Centre, Inc. to ensure the success of the 2011 Work Opportunity Job Fair.

Future Products

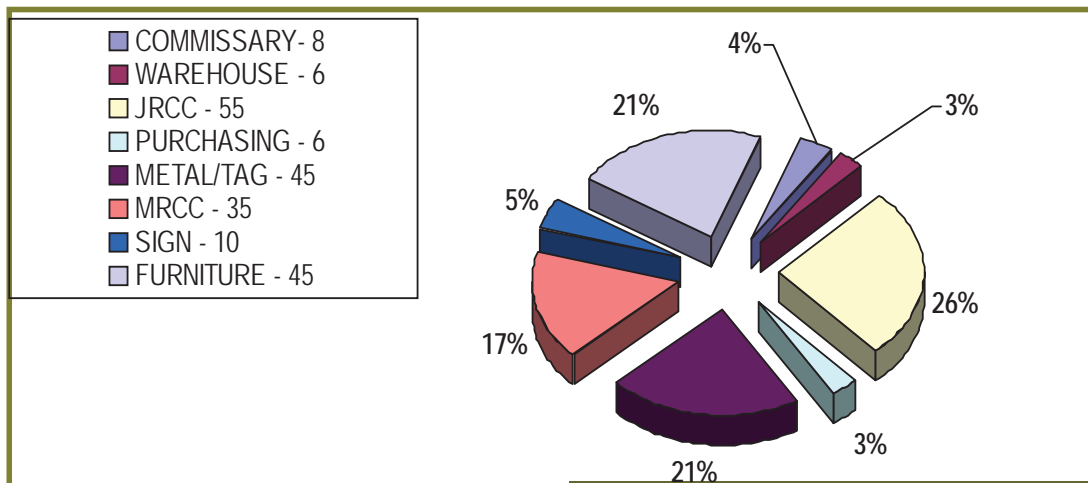
Rough Rider Industries has been provided a conditional certification by the Department of Career and Technical Education to certify those staff participating as instructors/trainers. This agreement will coincide with the Office of Apprenticeship and Training, U.S. Department of Labor programs. Industries staff may now be certified as instructors in fields involving cabinetry and 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.

The industries program continues to collaborate with several North Dakota private sector companies to help them address labor shortages their businesses experience. Equipment upgrades have also been added to train inmates in areas in demand through the state. Some of the more recent upgrades include a CNC (Computer Numerical Control) Router, a CNC Edgebander and a CNC Lathe. Examples of products this new equipment enables our workforce to produce can be seen in all the legislative conference rooms and leadership offices in the state capitol.





NUMBER OF INMATE WORKERS PER INDUSTRY SHOP



Administrative Services

Supervision and Related Correctional Programming Fees Program

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 Offenders; 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.

The National Commission conducted its first program audit of each state during the last biennium. North Dakota passed its audit and was commended for the score obtained. Due to its audit score it will not have to undergo another audit in FY 12.

DOCR Charge Credit Composite 07/01/2009 thru 06/30/2011

Debits Section

Supervision Fee	\$3,986,027
PSI Fee	\$47,500
Correctional Program	\$104,454
Refund Overpayment	\$3,954
NSF Check	\$10,360
IC Application Fee	\$94,050
IC Travel Permit Fee	\$50,100
Total Debits	\$4,296,445

Cash Credit Section

DOCR Fund 379	\$2,453,230
DOCR Fund 321 – IC	\$117,287
Total Cash Credits	\$2,570,517

Non-Cash Credit Section

Waiver of Total Payment	\$228,848
Monthly Payment Reduce	\$27,520
Community Service Credit	\$75,724
Incarceration Credit	\$160,216
Treatment Credit	\$130,073
Not in System Credit	\$795
Referred to Collection	\$845,135
Non-Collectable Abscond	\$208,618
Out of State waiver	\$40,442
Total Non-Cash Credits	\$1,717,371

Data from ICOTS

Total Active Offender on 6/30/11

	Parole	Probation	Dual	Total
Incoming	18	424	66	508
Outgoing	80	581	30	691



Incoming Case Activity (7/1/09 – 6/30/11)

Unique Cases Pending	23
Unique Cases Accepted	501
Unique Cases Closed	748

Incoming Reporting Instruction Activity (7/1/09 – 6/30/11)

Probationer Living in Receiving State	330
Transferred Offender Returning to Sending State	117
Military Member	0
Lives with Family who are Military	5
Employment Transfer of Family Member	2
Employment Transfer of Offender	11
Expedited	131

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 26 domestic violence and sexual assault agencies and victim advocacy programs.

Federal Victims Of Crime Act

The Federal Victims of Crime Act (VOCA) was established in 1984. The Victims of Crime Act was also established,

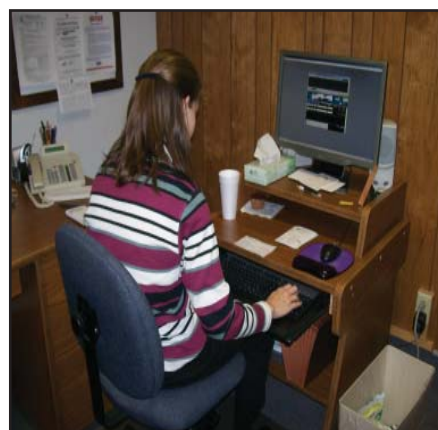
2009-2011 Biennium Crime Victim Compensation Application Activity Includes:

- Pending on July 1, 2009 – 25
- Received – 835
- Approved – 647
- Denied – 155
- Pending on June 30, 2011 – 58
- \$2,003,322.69 issued to 574 victims
- Average claim = \$3,490.11

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. \$3,042,075 was issued to 36 domestic violence and sexual assault agencies, victim advocates and child advocacy centers. These agencies provided direct services to 30,862 victims.

**Agencies / Programs Receiving VOCA Funding
Fiscal Years 2010- 2011
7/1/09 – 6/30/11**

Program	City	Amount
01 Abuse/Rape Crisis Center	Grand Forks	\$248,885
02 Abuse Adult Resource Center	Bismarck	\$335,186
03 Abused Persons Outreach Ctr.	Valley City	\$93,994
04 DV & Rape Crisis Center	Dickinson	\$106,112
05 DV & Abuse Center	Grafton	\$89,136
06 Family Crisis Shelter	Williston	\$81,939
07 Abuse Resource Network	Lisbon	\$27,270
08 Kedish House	Ellendale	\$66,956
09 Women's Action/Resource Ctr.	Beulah	\$58,700
10 Rape/Abuse Crisis Center	Fargo	\$354,445
11 S.A.F.E. Shelter	Jamestown	\$86,520
12 Safe Alternatives for Abused	Devils Lake	\$61,600
13 DV Crisis Center	Minot	\$167,000
14 Fort Berthold Coalition / DV	New Town	\$40,540
15 Spirit Lake V/A Program	Fort Totten	\$71,230
16 Turtle Mt. Band of Chippewa	Belcourt	\$47,101
17 Family Crisis Center	Bottineau	\$46,000
18 Domestic Violence Program	Stanley	\$30,000
19 Three Rivers Crisis Center	Wahpeton	\$50,000
20 McLean Family Resource Ctr.	Washburn	\$57,914
21 Crime V/W Program (CVIC)	Grand Forks	\$149,668
22 Stutsman Co. V/A Program	Jamestown	\$56,000
23 Walsh Co. V/A Program	Grafton	\$47,435
24 Williams Co. V/W Assistance	Williston	\$27,804
25 Bismarck/Burleigh Co. V/A	Bismarck	\$70,000
26 Cass Co. V/W Program	Fargo	\$58,806
27 Stark Co. V/W Program	Dickinson	\$76,798
28 Traill Co. V/W Program	Hillsboro	\$21,024
29 Pembina/Cavalier V/A Program	Cavalier	\$40,409
30 Family Crisis Ctr. V/W Program	Bottineau	\$30,000
31 ND DOCR (Adult)	Bismarck	\$95,833
32 ND DOCR (Juvenile)	Bismarck	\$61,014
33 Dakota CAC	Bismarck	\$68,130
34 Red River CAC	Fargo	\$68,130
35 Northern Plains CAC	Minot	\$33,705
36 ND C.A.W.S.	Bismarck	\$16,826



Women Services

Mission Statement:

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

The 2003 Legislative Assembly passed House Bill No. 1271, which directed the North Dakota Department of Corrections and Rehabilitation to contract with county entities for the housing of female inmates sentenced to the DOCR. The Southwest Multi-County Correctional Center was awarded the contract and has been housing DOCR-sentenced female inmates at their facility in New England (Dakota Women's Correctional Rehabilitation Center) since November 2003. DWCR is a 126-bed women's prison. The facility consists of a 70-bed minimum unit, a 40-bed medium unit, a five-bed special management unit and a 16-bed orientation unit. DWCR has 69 employees, with an additional 6 staff shared with the Southwest Multi-County Correctional Center in Dickinson. The average daily population at the prison for the first year of the biennium was 121 and 122 for the second year of the biennium. DWCR recently completed a 1.3 million dollar construction project that added 2700 square feet to the administration building at the prison. The following areas were impacted by the construction project as either new construction or major remodeling projects: facility entrance to include a new lobby, control room, sallyports and inmate receiving area; inmate visitation areas, additional office and kitchen space, as well as upgrades to the heating plant. Another notable achievement at the prison within the past year was the implementation of an electronic medical records system.

Although all DOCR-sentenced female inmates are initially received at and serve a portion of their sentence at DWCR, many female inmates transfer to community-based facilities when they are close to release in order to participate in residential treatment and work release programs. The community programs accessed for minimum custody level female inmates are a thirty-bed unit at the Tompkins Rehabilitation and Corrections Center in Jamestown for chemical dependency treatment and halfway houses in Mandan and Fargo for transitional services. Halfway house placements provide alternatives to direct release from correctional institutions so inmates can secure employment and housing, accrue savings, and remain involved in treatment programs while residing in a structured living environment. Centre also operates a female assessment center that provides assessments for probationers under the supervision and management of the ND DOCR who otherwise would be subject to revocation of probation and incarceration. The program

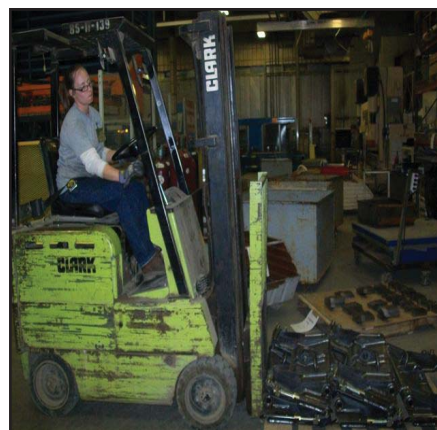
assesses the offender and recommends an appropriate gender-responsive plan of care. There are currently 64 halfway house beds available for female inmates, parolees, and probationers at the two Centre halfway houses contracting with the DOCR.

All facilities housing DOCR female inmates provide totally separate housing units and programming for this population. The average daily count for the entire female inmate population, which includes the community-based facilities in addition to the DWCRC inmates, was 169 for the biennium. This is a slight increase over the average daily population of 165 during the last biennium.

Female inmates are provided with a variety of educational and rehabilitative programs to help them become successful in their home communities following release. The contract facilities offer programming in the areas of chemical dependency treatment, cognitive restructuring, anger management, trauma and loss, living skills, healthy relationships, as well as mental health services and sex offender counseling. DWCRC added several new programs in the past year to help inmates improve their communication and coping skills, as well as a restorative justice program.

Traditionally, female inmates as a group have poor employment histories and few job skills. Education is an important factor in the rehabilitation process and DWCRC strives to provide programming consistent with the needs of the female inmate population. DWCRC 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 DWCRC have an opportunity to take college classes for credit via interactive television through a cooperative agreement with Dickinson State University. Dickinson State University is also offering three certificate programs for the female inmates DWCRC. The three certificate programs are: Office Administration Specialist, Reception Services Specialist, and Data Entry Specialist. Each of these certificate programs requires fifteen credits for completion. Instruction for these programs is offered on site or by using interactive television. A Read Right program was implemented at DWCRC in June of 2010. DWCRC is proud to be able to report that the female inmates have the highest percentage of graduates of the Read Right program of the four DOCR prisons.

Prairie Industries is the industrial work program at DWCRC. The program provides an opportunity for twenty female inmates to learn job skills that will improve employment prospects after release. A cut and sew operation is located on-site and the items produced include clothing, coats, and bedding. Prairie Industries also provides services to a number of local businesses, most recently partnering with a manufacturing



Fran arrived at DWCR in August of 2006, having recently been sentenced to a ten year term on drug charges. Dismayed over the long sentence she had just received, she knew it was time to address the issues that had resulted in these repeated periods of incarceration, as this was the sixth time she had been sentenced to prison. She enrolled in several college classes early in her sentence, a big step for her since school had never been an area in which she excelled and she had not been involved in classroom activities since receiving her GED in 1999. She was surprised and secretly relieved to discover that she was able to successfully fulfill the requirements of college level classes. Encouraged by this success, she enrolled in the welding program at the prison and then spent the next eighteen months learning a trade she had never previously considered to be a career option. She found the program to be challenging, but was slowly gaining confidence that she possessed the abilities to not only develop new skills, but to actually become proficient at welding. Fran also worked in industries at the prison and when the prison industries program partnered with a local manufacturing company to create an apprenticeship program, Fran found herself competing with other inmates to secure the welding positions. She was selected to fill one of the two initial welding positions, leading to on-site employment at the company where she was able to apply her newly acquired skills in a competitive work environment, as well as test her abilities to satisfy the demands of the workplace. She has since gained a reputation as a competent employee, producing work on par with that of other skilled and experienced workers. When Fran started this sentence, she noted that her longest period of full-time employment had been working at a hotel for three months. She reported that she was extremely bothered by employment problems and wanted to develop good work skills. Due to the skills she developed in the DWCR welding program and by demonstrating competency in the performance of her duties at the plant, she is proud to report that her supervisor has offered her full-time employment at the manufacturing plant when she is released from prison. She will be earning an excellent salary with benefits that far exceeds that paid in the minimum wage jobs she held prior to incarceration. Her long term goal is starting her own welding business, something she could not even have conceived of several years ago. Due to a combination of hard work, an ability to persevere and vocational training, Fran is well on her way to creating a life for herself and her children she could not have envisioned until recently. While acknowledging that there will be numerous challenges ahead, she is looking forward to this new chapter in her life, confident that she is gaining the skills necessary for continued success in the workplace following release from prison.

company in Dickinson to provide on-site employment in a factory setting, allowing for the development of truly marketable skills that will greatly benefit these inmates when released.

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

The contract facilities work closely with the DOC on our major programming initiatives and are participating in the Thinking for a Change and motivational interviewing training that is currently underway within the Prisons Division. The DOC is also in the process of a treatment program redesign project that will develop and implement evidence-based, cognitive behavioral programs. Our contractors are participating in this review and redesign project and it is anticipated that the program model will be implemented at the contract facilities once the final product has been completed. Additionally, the DOC and its contractors will implement a gender responsive assessment tool for the female inmate population within the next year.



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.

The staff is comprised of a Director of Transitional Planning Services who also serves as the clerk to the North Dakota Parole Board, a Deputy Director of Transitional Planning Services, a Classification and Transportation Manager, a 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 and Movement, Managing Noncompliant Behavior, and Discharge Coordination.

Victim Service Program

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, N.D.C.C. 12.1-34. The DOCR was awarded a Victims of Crime Act grant (VOCA), however, at that time the DOCR was not awarded a full-time employee position. Throughout the first year of the program, the DOCR contracted the Victim Service Program Coordinator with Lutheran Social Services. During the next biennium, the DOCR was awarded a FTE position, and the Victim Coordinator became a full-time employee. The Victim Service Program continues to be funded by the VOCA grant and the state 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 2,783 victims with a variety of victim services.

Types of Victimization

Child Physical / Sexual Abuse	257
Domestic Violence	126
Adult Sexual Assault	223
Survivors of Homicide	320
Assault	286
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)	1,847
Total Crime Victims Served	2,783

Types of Services Provided

Criminal Justice Support/Advocacy:	2,193
Follow- Up:	1068
Personal Advocacy/Crises Counseling:	3
Telephone Contact/Info Referral:	283
Other (letter, email):	358
Total Service Provided	3,905

Total Registrations and Notices Provided via ND SAVIN: July 2009 - June 2011

DOCR - Institution

								Phone Events			Email Events			New	
	Site Searches				Phone Calls			Confirmed			Delivered			Registration	
	Phone	VINE Watch	VINE Link	Total	In	Out	Total	Yes	No	Total	Yes	No	Total	New	
Totals	938	3,369	39,203	43,510	1,031	10,140	11,171	1,035	401	1,436	6,341	42	6,383	2,686	

DOCR - Probation/Parole

Totals	938	3,369	39,203	43,510	1,031	4,554	5,585	431	195	626	2,610	105	2,715	707
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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 increase victim's satisfaction with the corrections process, the DOCR started a pilot Restorative Justice Program. The DOCR is contracting the services with Lutheran Social Services. Offenders in the Missouri River Correctional Center, (MRCC), Dakota Woman's Correctional and Rehabilitation Center (DWCRC), as well as inmates on supervised Parole and Probation are given the opportunity to participate in a one time four to five hour Victim Empathy Seminar. As part of the seminar they work on writing an accountability letter, with the opportunity to submit it to the victim of their crime. As a second part of the program, Offenders who successfully complete the Victim Empathy Seminar are given the choice to move on to an Accountability Conference. This gives the victim and offender the chance to meet face to face, with a trained facilitator supervising the entire process. The main goal of the conference is to allow the victim to get some closure with the crime, and the offender the chance to take responsibility for their crime. Both parties have to be willing to participate, if either party chooses not to continue at any time, the conference is cancelled. This is a pilot program. An extensive literature review was completed by DOCR staff, and minimal evidence is available at this time for the impact it has on adult offenders. There is research that indicates that Restorative Justice Programs have an effect on reducing juvenile offender's recidivism rates, as well as increasing their restitution payments. The DOCR will be conducting a concurrent research study with the program. The study will be measuring the effect the program has on restitution payments, victim satisfaction, and the offender's recidivism rate for the offenders that participated in the 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. One way of providing the information is through the Victim Service Program website. The website provides information regarding



state and national victim resources, as well as an application and information for Crime Victims Compensation. The website also provides easy access to the ND SAVIN link, a link N.D.C.C. 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>

The VSP continues to work closely with ND Criminal Justice Information Sharing (CJIS) on maintaining the North Dakota Statewide Automated Information and Notification system. Victims can utilize ND SAVIN as a way to be notified, by phone or email, of status changes regarding a specific offender. ND SAVIN is not only a great source for notices, but it is also a source of information for victims, the public and various statewide Law Enforcement Agencies. The DOCR continues to develop and improve the type of information and notifications provided by ND SAVIN. CJIS recently upgraded ND SAVIN to receive notifications about offenders via text message.

The VSP has also been instrumental in planning and implementing Candle Light Vigils in honor and memory of Victims of Crime. In April 2010, during National Victim Rights week, the VSP collaborated with the Minot State University Student Social Work Organization (SSWO), Bismarck Branch, to plan the first event which was held at Good Shepherd Lutheran Church. This past April, the VSP received a National Crime Victims' Rights Week Community Awareness Project Grant of \$1900.00, to help with the costs of the event. The event was planned in two different communities this year, Bismarck and Minot. In each community the VSP collaborated with the MSU SSWO group, as well as the Victim Assistance Academy of North Dakota. Each year we have had community members speak, as well as victims and surviving family members speak. The goal of the event is to honor victims and family and friends of victims, as well as provide communities about Victim's rights, and resources available to victims.

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

The Transition from Prison to Community Initiative (TPC) 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.

TPC 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 TPC actions on a state-wide level. They have chartered the Transition Steering Committee to work on issues that impede successful inmate transition.

TPC 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.
- TPC 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):

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

Utilizing the information from the LSI-R, case plans are developed for every inmate, and higher-risk offenders on parole and probation to target the greatest criminogenic risk areas in an effort to reduce that risk. The DOCR offers programs in its facilities and referrals to stakeholder agencies in the community (e.g., drug and alcohol treatment, education and vocational training, anger management, family counseling, sex offender treatment) 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.

In FY 2009-2011, the TPC Steering Committee has addressed several barriers to successful community reentry. In October 2009 the Steering Committee hosted the North Dakota Reentry Summit. Several national experts were brought to North Dakota to discuss reentry with the 250 participants. Participants also worked through several systematic barriers. The Steering Committee then began work on these barriers: safe, affordable housing for offenders returning to the community; successful transition of Native American offenders; and public perception of offender management.

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 overarching goal is to improve public safety and reduce crime while efficiently utilizing taxpayer resources to make safer communities in North Dakota!

Offender Assessment

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

In March 2008 staff from Transitional Planning Services and Prison's Division staff met to develop a sentencing report policy as a combined effort to ensure a quality, professional report that is widely used throughout the DAS and outside agencies. We hold quarterly quality assurance meeting with key stakeholders to ensure that this service meets the defined expectations and needs of the department.

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

The report includes basic demographic a listing of criminal offenses for which the individual is incarcerated as well as their projected good time release date, prior criminal record, a snapshot of the 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 2009-2011 biennium, the division completed 2,064 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

Per N.D.C.C 12-59-10 requires TPS staff 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 mission of the Adult Services Case Planning Committee is to initiate 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 to explain various aspects of being in prison and issued the Inmate Handbook. Much of that information is gathered and documented in the Division of Adult Services 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, or TAP 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 TAP includes offender demographic, legal, and risk information, as well as goals and strategies to reduce criminogenic risk. The TAP 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 TAP to ensure it is meeting the goal of recidivism reduction. Each TAP is designed to successfully integrate that offender back into society in a safe, effective manner, and move the offender through the stages of the TPC 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.

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

Parole Board Members:

- Duane Houdek: Chairman
- Donna Jacobsen
- Jennifer Thompson
- Everett Nels Olson
- Sheri Baker
- Jon Cameron

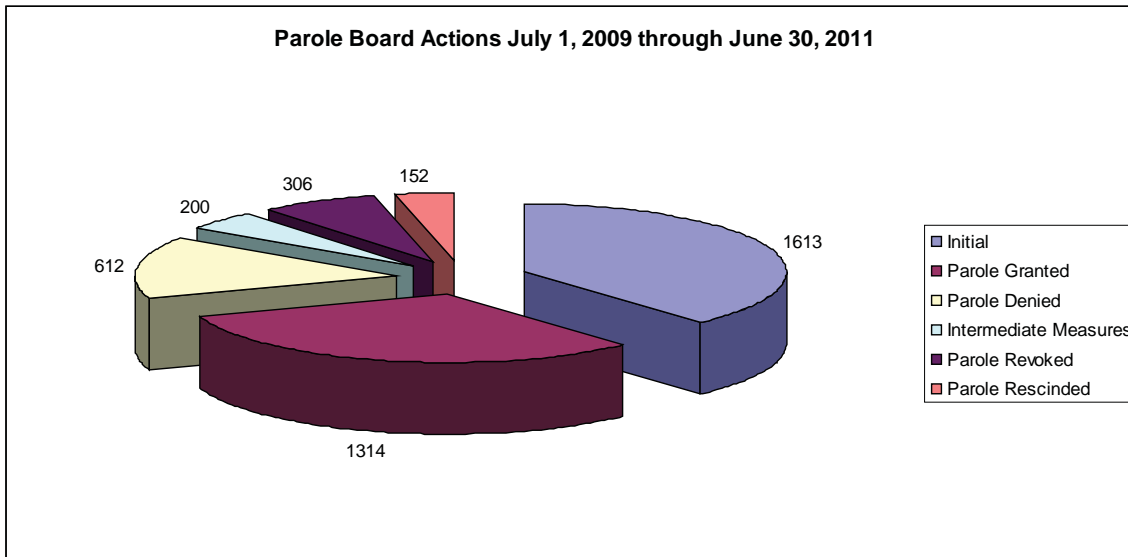
The board has taken on an ever increasing role in working with the DOCR and other stakeholders to effectively transition inmates from the prison to the community in an effort to enhance public safety, reduce recidivism, and best manage valuable correctional resources. The board has grasped on to this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

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

During the 2009-2011 biennium, the North Dakota Parole Board was very instrumental in the transitional process:

- The board reviewed and took action on a total of 4197 cases.
- Average length of parole granted was 287 days.

- North Dakota has one of the lowest parole revocation rates in the United States with a 22% 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 NDSP or DWCRC by the Case Planning Committee. For those offenders who are parole eligible, programming and housing are directly correlated 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 or parole release date.

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

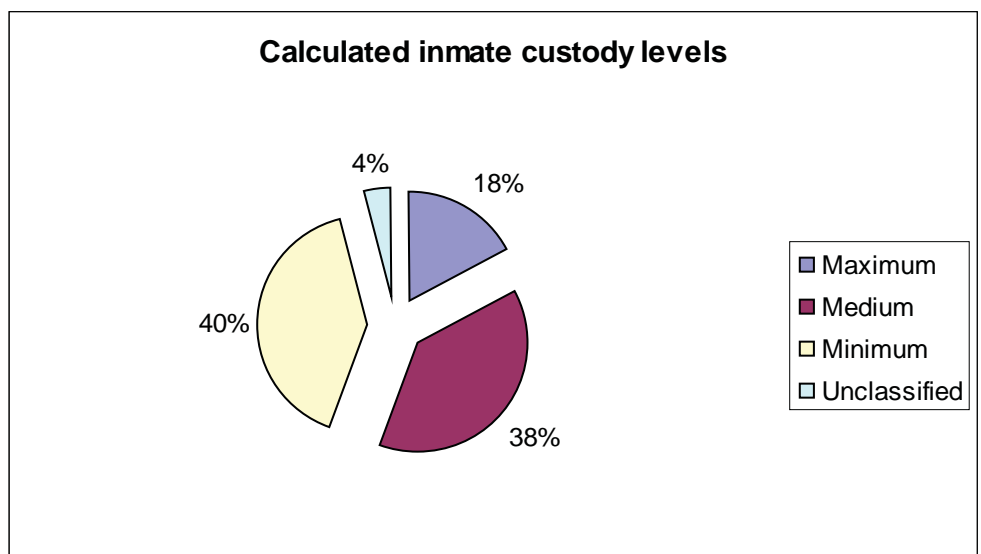
As we look to the future, there is a significant amount of work that lies ahead. Through the Transition from Prison to Community Initiative, parole board initiatives, and other innovations in paroling and re-entry methodology there is hope for improvements that will yield positive results for our communities. It is critical that we utilize data to identify successful practices as well as targeting practices that must be improved.

Inmate Classification

Inmate classification is a validated 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 best manage and control the offender's behavior. In essence, classification ratings tell administrators which type of facilities the inmate should be housed in. This past biennium saw some changes with regards to inmate classification. These changes deal mainly with the reclassification of inmates. This past biennium a new disciplinary process was implemented by the DOCR with the intention of not only improving the overall process but reducing department liability as well. Under the old disciplinary system all incident reports were either identified as major incident reports (Class A), or minor incident reports (Class B). The inmate re-classification process (which is heavily influenced by inmate institutional conduct) used major incident reports as one of the factors in determining overall custody level. The new disciplinary process uses three levels of incident reports versus the previous two. This new process has created some challenges for re-classification as it is much less clear with regards to the identification of inmate misconduct.

One of the major challenges the inmate classification system will be confronted with over the next biennium will be the identification of minimum custody inmates. Several department members had the opportunity to meet with Dr. James Austin this past biennium regarding our current classification process. As a result of this meeting plans are currently in place to better identify minimum custody inmates through a more efficient use of the re-classification process. This will help the department better utilize institutional bed space as we move forward.



Offender Transportation & Movement

This past biennium offender transportation & movement has become increasingly diversified. Gone are the days of transporting only inmates to the James River Correctional Center (JRCC) or the Missouri River Correctional Center (MRCC). Transitional Planning is now responsible for, or is taking part, in the movement of inmates, parolees, parole violators, probationers, and juvenile offenders. This coordinated movement resulted in the movement of offenders from or to, 21 different states across the nation exceeding over 140,000 miles just by fleet vehicle alone.

A prison system that has multiple facilities will result in the need for 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.
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 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. An inmate leaves a longer term housing area for transitional opportunities or to return to 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.

Movement also occurs when a prison system needs to create space. For example, let us say a prison system has 1000 beds in it. When the system gets to a capacity close to 1000, then it moves the excess inmate to external bed resources so that it can continue to have the beds available in the Orientation Unit for the new arrival prisoners.

When programming is not available in all facilities, then inmates are moved from the facility they reside at to the facility that has the program that the inmate needs. We believe it is in the interest of public safety to move offenders in this fashion, because the consequence of not moving this inmate to a place where they can obtain the necessary programming is that they offender will return to the community untreated. We value rehabilitation and want to do our part to ensure the inmates that are released to the community have had opportunity and services that enable change.

When an inmate behaves well, we believe we should reward good behavior and move the offender into less restrictive facilities. Moving inmates in this fashion is also financially prudent because we do not use high cost prison resources for inmates who need lower levels of prison resources. When an inmate behaves poorly, we believe we must be cognizant of the control mechanisms we have in place to manage the offender's risk to the community and to our employees. Inmates that are behaving poorly are moved to more restrictive environments so we have the control mechanisms necessary 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.
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 1000 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 TSA'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 North Dakota Department of Corrections and Rehabilitation was the first agency in the state to fly armed under the new TSA 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.

Managing Noncompliant Behavior

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

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

The DOCR includes the 8 principles of effective interventions as defined by the National Institute of Corrections (NC) 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 July 1, 2009 – June 30, 2011, the Intensive Transition Program Coordinator has been involved in 2,167 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

The PSI Pilot in the Bismarck District project was completed on December 6, 2010. Sentencing recommendations are now drafted by the Contracted PSI writer in the Bismarck District, with approval by the District Supervisor. Sentencing recommendations continue to be based on recidivism risk as measured by the LSI-R, sentencing considerations listed in N.D.C.C. 12.3-32-40 (to include any mandatory sentencing or 85% truth in sentencing mandates), previous community supervision history, and necessary program timelines within the institution, if needed.

	PSIs Completed	Total Yes	Total No	PSIs Sentenced	% Yes	% No
2008	72	34	37	71	47.9%	52.1%
2009	150	82	63	145	56.6%	43.4%
2010	104	67	37	104	64.4%	35.6%
Total	326	183	137	320	57.2%	42.8%

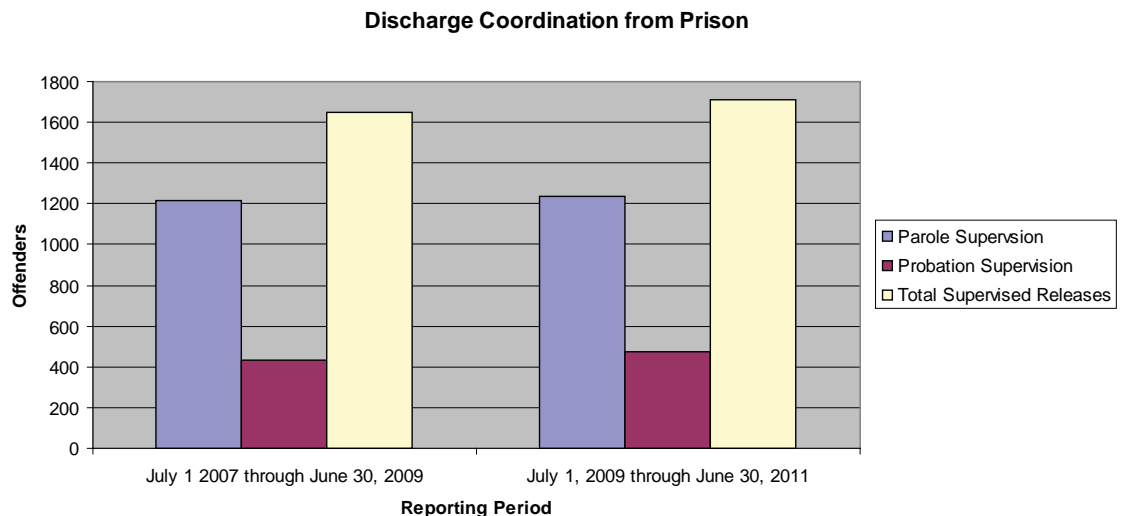
The above PSI data represents the pilot project period. “Yes” was recorded when the court sentenced the defendant to

the same correctional elements that were recommended in the PSI. For example, if the PSI recommendation was “five years in prison with two years suspended for five years (prison and probation are the correctional elements)” and the court sentenced the defendant to “ten years in prison with seven years suspended for five years” it would be marked “yes” (both elements from the recommendation were followed, even though the timelines differed). “No” was recorded when the *correctional elements* differed. For example, if the PSI recommendation was “six months in county jail with 2 years of probation to follow (county jail and probation are the correctional elements)” and the court sentenced the defendant to “six months in prison with 2 years of probation to follow (prison and probation are the correctional elements) it would be recorded “No”.

Based on the pilot project, Transitional Planning spearheaded an effort to educate DOCR Probation & Parole staff, and district court staff (judges, states attorneys and defense attorneys) on the elements of “Evidence Based Sentencing”. Evidence Based Sentencing utilizes the criminogenic risk factors assessed by the LSI-R to help determine the appropriate sentence, as well as criminal history, seriousness of the offense, and past response to correctional strategies.

Discharge Planning & Coordination

Transitional Planning facilitates the transfer of offenders from prison to community supervision. We facilitated the transition of 1,708 offenders compared to 1,652 offenders during the previous reporting period. As offenders near the time of release and are set to begin parole or probation supervision, efforts are made to coordinate transportation to their next residence, provide instructions on where the offender is to report for supervision and inform the offender about obligations such as sex offender registration requirements, firearms prohibitions, treatment obligations or no victim contact orders. Prison case managers and parole officers are also contacted in order to



make 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) they wish to reside with. TPS staff then contacts the family member and verify they are wanting the inmate to reside with them and will assist in that inmate's plan of supervision. The plan is then submitted via the Interstate Compact Offender Tracking System.

During the past biennium, 168 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.