

NORTH
Dakota
Be Legendary.™

Corrections and
Rehabilitation

2017-2019 Biennial Report



NORTH DAKOTA DEPARTMENT OF CORRECTIONS & REHABILITATION
CENTRAL OFFICE | NORTH DAKOTA STATE PENITENTIARY

The Department of Corrections and Rehabilitation was created in 1989 and is responsible for the direction and general administrative supervision, guidance, and planning of adult and juvenile correctional facilities and programs in North Dakota.



Our Mission...

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

Our Vision...

is a safer North Dakota through effective correctional services

Our Values...

Respect



Professionalism



Teamwork



Transparency



Integrity



Innovation



Message from the Director

Dear Reader,

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

The field of corrections is constantly evolving and changing. The 2017-2019 biennium was no exception. We must adapt to change and address the changing corrections population. We are committed to improving outcomes for the adults and youth committed to our custody and supervision and strive to give them the tools to be successful. Our Medical Services team initiated a methadone program, treated an increased number of residents for Hepatitis C, and provided excellent medical care to an increased number of incarcerated residents, all while struggling to remain fully staffed with nurses and taking on increased job responsibilities in the area of medication assisted treatment, discharge planning, and care of chronically ill patients. We made progress in the areas of behavioral health treatment, Core Correctional Practices, reducing the use of restrictive housing in our institutions and increasing humanity by incorporating the principles of normality, dynamic security, and community involvement to make better neighbors rather than better prisoners. Improvements in these area would not have been possible without properly preparing our most critical resource – our staff. The Staff Development and Training Division redesigned the Correctional Officer Basic Training and Field Training Officer program, preparing new staff by alternating between classroom work and on-the-job shadowing.

Recognizing that we are the largest provider of behavioral health services in the state, the DOCR continues to develop strategies for both the adults and youth in our custody. During this biennium, the Division of Juvenile Services (DJS) worked to further the Dual Status Youth Initiative and worked with various public schools systems to improve supports to allow youth to remain in their homes and schools. Within the adult services division, our clinical staff provided a broad range of services to address criminal thinking, substance abuse, violent sexual offending, and serious mental illness. A substance abuse disorder was diagnosed in 85 percent of the men entering DOCR prison facilities. The DOCR trained 22 residents as Peer Support Specialists using their own recovery journeys to provide support to other residents in the North Dakota State Penitentiary.

Recognizing that incarceration is the most expensive and least effective approach to deal with addiction and mental illness, investment in community-based recovery supports allowed the implementation of Free Through Recovery (FTR). FTR began providing services in February 2018 to over 1,900 individuals. FTR serves people with a variety of behavioral health needs through a network of private providers with the goal of reducing jail and prison populations and reinvesting savings into strategies that reduce recidivism, increase public safety, and improve public health outcomes.

The DOCR continued to make progress in preparing incarcerated individuals to become contributing members of the community upon their release. The Marmot School at the Youth Correctional Center was selected as one of the Governor's Innovation Schools, working toward the initiative of personalized competency-based education. Our education division strives to meet the needs of our adult and adolescent learners while the scope of academic ability is now at its broadest spectrum in fifteen years. Rough Rider Industries provided hands-on experience by employing and training residents, investing in state-of-the-art technology to assure they have relevant and marketable skills when the return to the workforce.

Message from the Director

Although our adult prisons operated near budgeted capacity throughout the biennium, our dedicated employees worked hard to provide a safe environment recognizing that a safe environment goes beyond the fences of the prison. Great work has been done to enhance safety and security through building positive relationships with the residents, normalize the prison environment to reduce institutionalization, and engage the community through volunteer recruitment. Our prisons hosted many visitors from other states and countries who want to learn how we are changing culture to be more humane in a prison environment.

Our commitment to public safety requires successful reentry. The Parole and Probation Division played a major role in meeting our mission through successful programs, case management and supervision. Our parole and probation officers continue to increase their use of Core Correctional Practices to develop rapport with their clients and reduce their risk of reoffending. Some of the many innovations within this division include putting community corrections case managers in place, developing a specialized caseload of 18-24 year old clients to address their specific risks and needs, and modifying our waiting rooms to create a friendlier and more welcoming atmosphere for people on supervision.

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



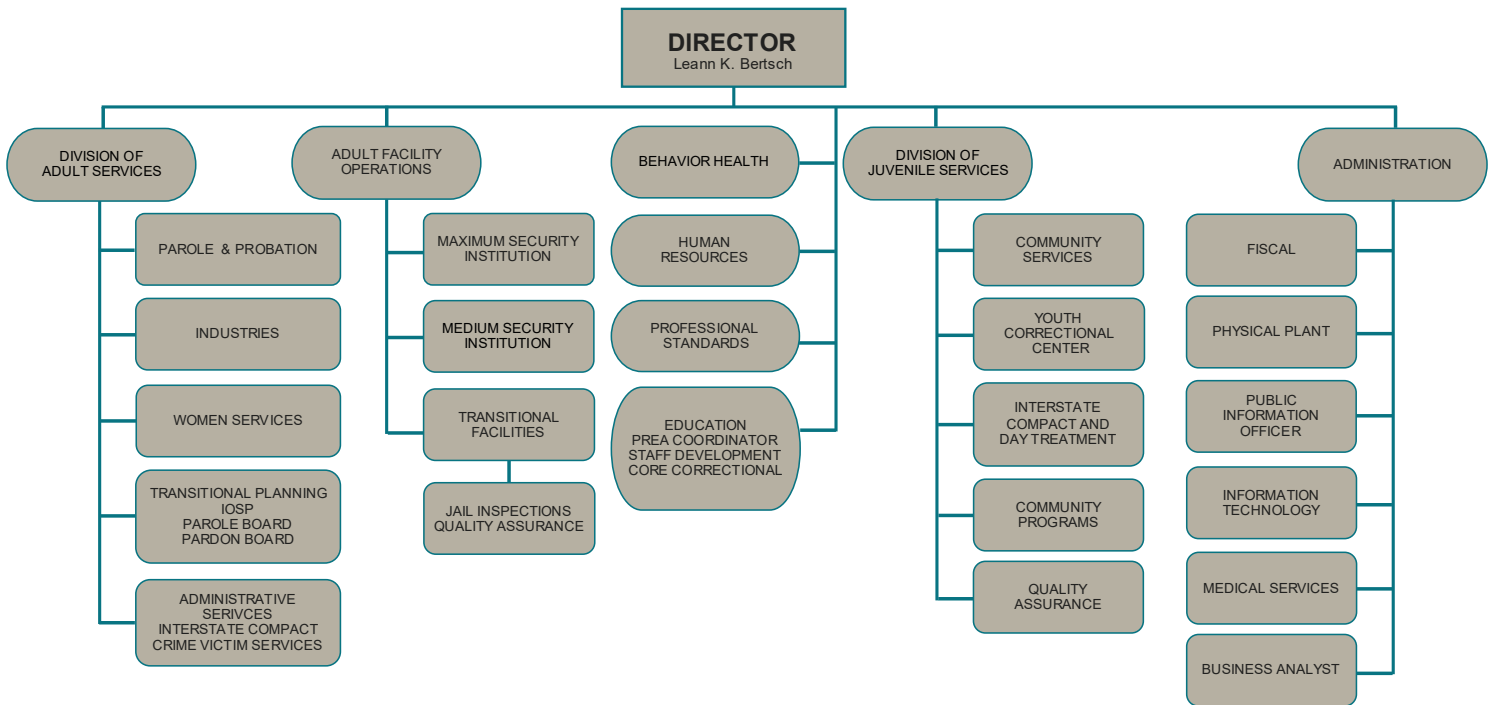
Leann K. Bertsch
Director

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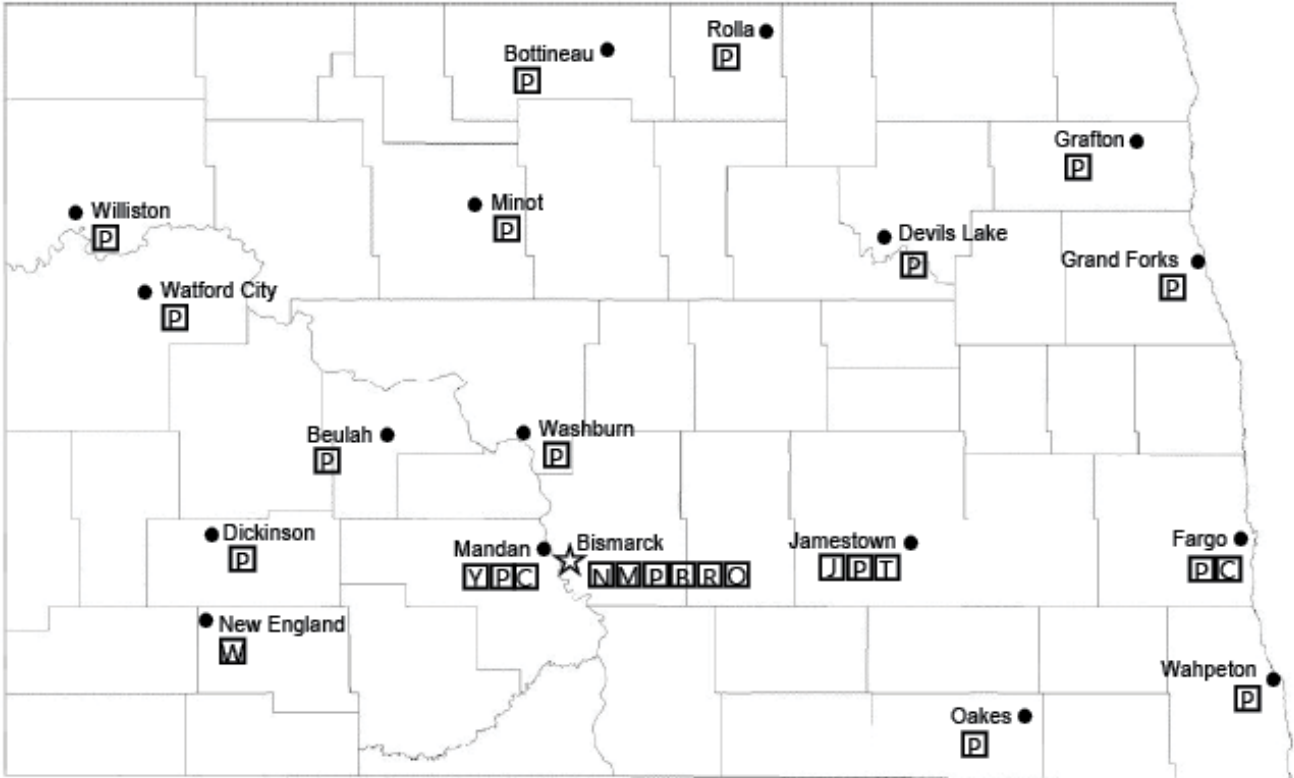
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Organizational Structure



Locations



KEY:

- | | |
|--|---|
| N North Dakota State Penitentiary | B Bismarck Transitional Center |
| J James River Correctional Center | C Centre, Inc. |
| M Missouri River Correctional Center | T Tompkins Rehabilitation Center |
| W Dakota Women's Correctional Center and Rehabilitation | |
| O Central Office | |
| Y Youth Correctional Center | |
| P Parole Offices | |
| R Rough Rider Industries | |

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

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

Financial Services

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

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

Department expenditures for the 2017 – 2019 biennium totaled \$240.6 million. The general fund turn back after adjusting for authorized carryover to the 2019 – 2021 biennium totaled \$3.8 million. These reports can be found in the Index of the biennium report.

Administration

Medical Services

Accomplishments:

- Initiated a methadone program in collaboration with Heartview Foundation for the residents in January of 2018. As of this date, the ND DOCR has treated 39 residents with methadone which includes three female residents at the DWCRC. Also initiated a program for suboxone in September of 2019.
- Increased the number of residents who are being treated for hepatitis C by changing protocol for treatment by following federal and other state regulations. The DOCR currently has between five-10 residents on treatment per month which includes females at the DWCRC.
- Initiated a new pharmacy software program (CIPS) and new program for documentation of medications (Kalos sMARt).
- Initiated a “long term health caregiver program” which involves training residents to be caregivers for the other residents. This involves training like certified nursing assistants. This has proven to be beneficial for staff as well as the residents.
- Initiated a program for Naloxone availability within all DOCR facilities. This involves training of all staff on proper use of naloxone in case of an opioid overdose within the facilities. It has proven to be a success *as lives have been saved*.
- Initiated a new treatment unit on the grounds of JRCC (JRMU) – medical and psychiatric seems to be working efficiently.



Challenges:

- The ability to remain fully staffed with nurses at the North Dakota State Penitentiary and the James River Correctional Center.
- Increased job responsibility in the medical department in the areas of medication assisted treatment, discharge planning, and care of chronically ill patients. This entails more time and effort than current staffing can sustain.
- Increasing age of residents with long sentences (which involves worsening health problems) and not enough resources to care for them.

Plant Services

The plant services division is responsible for the design, installation, operation, and maintenance of all DOCR owned and operated facilities. In addition, plant services provides information and recommendations to respond to the legislative process in determining the potential short-term and long-term building needs of the DOCR. Plant services division has 26 FTE's who are qualified tradesmen in their fields of expertise.

Facilities and Services

DOCR plant services exists to provide daily operation and maintenance at four sites:

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

The four facilities consist of:

- 69 separate buildings varying in age and complexity, and range in age from 1915 to 2012
- A total of 1,100,000 square feet and insured value of \$254 million

Central heating and cooling plants consisting of natural gas fired boilers, mechanical and/or absorption chiller systems and geothermal ground-coupled heating/cooling equipment serve each of the locations.

Successes:

NDSP

- North Fence and Erosion Control – The exterior perimeter fence on the north side of Roughrider Building A was relocated and extended to allow for landscaping changes to prevent erosion. Building runoff and a high water table was compromising the integrity of the secure perimeter.
- Fire Alarm Panel Upgrades – Fire alarm systems have been upgraded in the Overflow Unit, Administration, and Laundry Facility buildings. Parts and service for outdated equipment is becoming obsolete.
- LED Lighting Retrofit – With the help of energy grant money through the Department of Commerce, exterior and Roughrider Industries lighting have been upgraded to high efficient LED lighting. Not only have we enhanced the quality of light, there is an *estimated savings of 106 Kwh*. This equates to a *savings of \$84.00 per day or \$30,660 annually*.
- High Voltage Electrical Repair – Removed overhead high voltage electrical lines that feed power to NDSP and replaced with direct burial cable. Power poles that were located in slough areas were showing signs of failure due to years of high water.

Administration

JRCC

- Administration Building Elevator Modernization - The passenger elevator was shut down due to safety concerns. The machine and controller were replaced allowing access to the upper floors for moving equipment and individuals needing assistance.
- LED Lighting Retrofits – All exterior lighting has been replaced with high efficient LED lighting. With the help of JRCC residents, all interior florescent light fixtures have been retrofitted to LED's, cutting electrical usage by *50 percent*.

YCC

- Power plant improvements – Upgrades to the boiler include replacing tubes in two low-pressure steam boilers.
- Upgrades to steam lines, condensate return systems and valves will ensure reliable heating to the facility.
- Miscellaneous site improvements – Repaired roofing, added rain gutters and improved weatherproofing on Centennial Hall and Pine Cottage
- Brown Cottage Remodel – With the help of MRCC resident labor and YCC maintenance staff, Brown cottage received a renovation to prepare the rooms and bathroom facilities from male to female population.



Challenges:

- The challenges facing the physical plant department center on aging buildings and equipment. Buildings at MRCC, YCC and JRCC are in desperate need of major renovations or replacement.
- The maintenance department continues to expand on the preventative maintenance program. There is an average of 750 work orders for maintenance and repair projects monthly. Staff struggle to keep up with repairs on aging equipment as repair parts are becoming obsolete while demand keeps increasing.

Information Technology Services

DOCR utilizes ITD's hosting services for part of its technology operations and relies on a number of external vendors to ensure operational readiness in the areas of inmate management systems, inmate banking and commissary, electronic medical records and electronic file management. The I.T. Division provides state-wide support for day to day tasking in supporting the operational readiness of numerous systems including: Rough Rider Industries manufacturing systems and echnology infrastructure, offender debt collection systems, victims notification systems, inmate commissary operations, closed circuit video surveillance, and numerous interfaces, provides help desk support and troubleshooting, equipment installation and repair, technology procurement services, staff training, video conferencing support, application development, and database support and administration. All prison security systems, including closed circuit cameras, security fence alarm components, video recording servers, internal cell door controls, intercoms, and security fence alarm systems are managed and supported by the DOCR I.T. department.

Successes

- Scheduled tasking completed in 2019 include the complete revamping of the internal systems architecture. The new architecture provides the agency with a very robust platform to host its systems to meet current and future needs with automated failsafe systems for backup and recovery of agency data. The architecture promotes ease of administration and management for agency-hosted systems.
- Working to upgrade or replace all Windows 7 computers by December 31, 2019. Windows 7 computers will no longer be supported by Microsoft and have reached adolescence. The agency has implemented Multifactor Authentication (MFA) to ensure sensitive data is adequately secured as per FBI directives. The agency is in the process of upgrading its core system, Elite, to the newest version of Oracle database, which hosts all inmate data.
- Marmot High School, located at YCC has been retrofitted with new computers to provide teachers and students with all the tools they need to support education.
- Division of Juvenile Services (DJS) has adapted and migrated their electronic records to the state's Filenet system, which provides greater security and management of the divisions data and greatly reduces the labor needed to manage DJS electronic data files.
- Electronic security received a number of security system upgrades. YCC received IE relay subsystems and new UPS systems to control doors during power outages. Older control systems have been upgraded allowing for more reliability. Intercom systems have been replaced as well to ensure communications with students during lock down.
- JRCC has had a number of system upgrades with deployment of new fence detection and fence software upgrades to allow integration of systems to include motion, IR gate, and wireless gate systems.
- NDSP implemented upgrades to door access systems to allow better identification of individuals entering and exiting the institution. DOCR Electronic Security staff added JRMU to the DOCR security group, deploying new fiber to support security cameras, data, fire and HVAC systems. Cameras have been tied into JRCC's camera system to allow for real-time monitoring and recording. MRCC also had video system upgrades to allow better monitoring and recording.

Human Resources

The Human Resources (HR) Division within the North Dakota Department of Corrections and Rehabilitation partners with all divisions within the DOCR to ensure progress toward achievement of the DOCR mission and objectives. The DOCR is a large and diverse state government employer with many different types of work or jobs and more than 900 total employees (including regular FTE and temporary positions for the 2017-2019 biennium). The DOCR HR division consists of seven FTE and one temporary position; two HR/Payroll Officers, three HR Officers, one Recruitment Coordinator, one Deputy HR Director, and one HR Director.

The DOCR HR division provides:

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

DOCR Workforce

The DOCR *hired 383 regular and temporary employees* and experienced 324 employee separations during the 2017-2019 biennium. Reports on the workforce can be found in the Index of this biennium report.

Recruitment and Retention

DOCR HR staff continued to develop and implement strategies for recruiting new employees in various difficult to recruit positions within the DOCR. The most difficult positions to recruit and retain are those fields that deal with resident medical and mental health such as Counselor and Licensed Addiction Counselor, Social Work/Human Relations Counselor, Psychologist, Licensed Practical Nurse, Registered Nurse, Physician Assistant and Nurse Practitioner, Dentist, and Dental Assistant.

In 2017, the DOCR averaged five total applicants for each medical and mental health vacancy, with nearly 25 percent of medical and mental health job postings resulting in no qualified applicant. For 2018, the numbers are the same; average of five total applicants for each medical and mental health vacancy, with nearly 25 percent of those job postings resulting in no qualified applicant.

Human Resources

ND Job Market

As unemployment remains low across ND, applicant pools for all jobs have seen a decrease, including Correctional Officers. The DOCR's number of applications decreased 7.9 percent from 2015 to 2016. Statewide, during the same time period, the total number of applications decreased by over sixty percent. 2017 showed a 14.7 percent increase in total applicants for DOCR positions, while 2018 decreased in applicants by 10 percent.

Filling vacant positions is a regular ongoing task for DOCR HR. The classification with the highest turnover is our largest classification; Correctional Officer I and II at our three adult male correctional facilities. Turnover continues to increase for Correctional Officer and Juvenile Institutional Residence Specialist at the Youth Correctional Center, which are the DOCR positions directly responsible for security and safety of our correctional facilities. As these critical positions make up over 40 percent of the DOCR workforce, HR continues to look at new and creative ways to recruit new talent and retain our current high-performing employees.

Internships

The DOCR continues to provide internship placement programs for students from various universities in ND throughout the DOCR. Internships are important for recruitment of permanent staff because interns can fill critical vacant positions upon completion of education with very little required training. Part of the DOCR recruitment and outreach effort continues to include attendance at various career fairs held throughout the state of ND by higher education institutions and other agencies, including NDSU, United Tribes Technical College, and Job Service ND.

New Employee Orientation

The DOCR developed an eight-hour comprehensive new employee orientation program for all new hires in 2018. All new hires meet in Bismarck and go through the program together, each month. The program now consists of a welcome from Governor Doug Burgum (video) and DOCR Director Leann Bertsch. Director Bertsch meets all new hires and leads a discussion of our major projects and talks about our mission, vision, and values and how they match with Governor Burgum's expectations for all of Team ND.

All new hires complete required paperwork, which includes benefits, along with taking pictures for ID badges and getting fingerprinted for criminal history checks. The last portion of the day includes required training for the Prison Rape Elimination Act (PREA) and a review of all mandatory policies.

The program helps new hires to develop comradery across divisions and locations and gives a warm welcome to new employees of the department. Attendees are provided evaluation forms asking for their input and how to improve the program. Thus far, evaluations have been excellent, providing the program an average score of 3.8 out of 4.0 and new ideas and suggestions have been implemented. In addition, new hires receive a follow-up evaluation after six months of employment with the DOCR. We do not have enough data to report on the six month evaluations at this time.

Staff Development

Staff Development & Training

The Staff Development division is tasked with preparing staff for duty and providing staff with relevant training. It involves the research, design, presentation, and evaluation of training programs to provide a safe and secure environment for staff and those we serve. The DOCR Training Division has the PREA Coordinator within its portfolio.

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

- North Dakota State Penitentiary, Bismarck
- James River Correctional Center, Jamestown
- Missouri River Correctional Center, Bismarck
- North Dakota Department of Corrections and Rehabilitation Central Office

Our division will also work with other agencies such as Highway Patrol, County Jails, Transitional facilities, OMB, and others to share training content whenever applicable.

Scope

- Design of training programs and systems
- Analysis and evaluation of training program's effectiveness
- Integration of technology into classroom and updated online content
- Pre-service training to all DOCR staff
- In-service training to all DOCR staff
- Serve as State PREA (Prison Rape Elimination Act) Coordinator

Changes

- Correctional Officer Basic Training and Field Training Officer program redesigned to work together in preparing new staff by alternating between classroom work and on-the-job shadowing. This provides introductory training experience for new hires that extends to the six-month mark and beyond if needed.
- NDSP, MRCC and JRCC worked together to improve the consistency and fidelity of training across all three facilities.
- Deputy Director of Staff Development position developed to provide oversight to the overall training program across the DOCR facilities.
- Submission from training department was approved for technical Assistance from the National Institute of Corrections for the development of Leadership training. Individuals from all levels and branches of the DOCR completed a needs assessment.
- Equipment acquired to establish control room simulators at NDSP and JRCC

Staff Development

Accomplishments

- CPR certification for *268 residents*. Cost covered by education grant
- Addition of laptops and iPads to convert a computer lab into an additional classroom
- Building Professional Rapport class developed and taken by all employees.
- All online training content updated to include audio narration.
- Three DOCR employees participated in a “train the trainer” leadership training.
- Quarterly NDSP Sergeant training pilot that consisted of a variety of subjects specific to their role
- Online class on “Performance Review” designed for all state of ND employees
- Narcan training developed and deployed to all staff
- Integrated OneDrive into team collaborative process
- Firearms training redesigned to support varying levels of experience

Statistics

- **22,332** enrollments in the courses offered during the 2017 – 2019 biennium.
- **1,800** classroom-based training sessions
- **4,518** hours of instruction
- **6,272** instructor man-hours
- **5** department directors (training and CCP) facilitated 935 hours
- **54,866** man-hours of employees attending courses
- **76** new employees trained at JRCC
- **92** new employees trained at NDSP
- **14,044** hours of online training completed within PeopleSoft.
- **655** DOCR staff utilized the National Institute of Corrections (NIC) online courses
- **195** different NIC courses were accessed
- **2,340** hours of NIC courses were completed

Concerns

The division is working to review and refine the current curriculum. We have identified a need to provide additional training to current instructors and a need to add more instructors. All instructors are currently employed in other full-time positions across the DOCR and either come in on a day off or, if someone who is off shift is not available, they need to be taken away from their primary duties to instruct, conduct research, and evaluate classes. We have an increasing need for instructors as we provide training for multiple basic trainings throughout the year. A graph of instructor hours is located in the Index of this biennium report.

Next Steps

- Utilize virtual trainings more regularly to use time and resources more efficiently. Identify more courses that can incorporate this style of learning.
- Design a more formal evaluation and audit process for courses that promotes steady improvement
- Implement a formal application process for course instructors
- Develop a professional development framework of continuing training for employees that is inspired by their career path
- Host the first North Dakota PREA Coordinators Conference in fall 2019
- Offer Transgender 101 training in fall 2019
- Advise career-readiness and re-entry committees on tools, resources and training development
- Work with ReEngine Consulting to start phases of the “Government Quality and Improvement Project”

Juvenile Services

During the 2017 - 2019 biennium, the Division of Juvenile Services supported **1,970** youth. The following is a breakdown of statistics for DJS. The 10 year recidivism rate can be found in the index of this biennium report.

During the 2017-2019 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act of 2003. The results of the second audit cycle began August 20, 2016 with a compliance date of December 28, 2016. YCC had two standards exceeded, 41 standards met, and zero standards not applicable.

While very few of the reports received under PREA are determined to be substantiated, the DOCR continues to review and investigate every allegation that meets the definitions of sexual abuse or sexual harassment as defined by the PREA standards. The agency as a whole is committed to protecting those in our care from sexual abuse and sexual harassment. For the calendar year of 2017, YCC had one substantiated, one unsubstantiated, and zero unfounded reports. For the calendar year of 2018, YCC had two substantiated, three unsubstantiated, and three unfounded reports.

496 new commitments to custody **218** detention placements at the Youth Correctional Center (YCC) **20** BOP/Tribal placements **332** Day Treatment placements **244** youth in Intensive In-Home Family Therapy, impacting an additional **926** family members **672** Interstate Compacts

ONE DAY COUNT (data snapshot of placement status) July 1, 2019

21 percent placed at home, with an additional **13** percent with family members or in independent living

5 percent in therapeutic foster care

TOTAL **39** percent placed in a family home in the community

26 percent placed in Residential Care

5 percent placed in Psychiatric Residential Treatment Facilities

TOTAL **31** percent placed out of the home, in a community-based treatment setting

31 percent placed at the North Dakota Youth Correctional Center

TOTAL **31** percent placed in secure custody during an assessment or for a longer term treatment stay

Performance-based Standards

YCC uses Performance-based Standards (PbS). PbS is a data collection and continuous quality improvement process.

The following is a snapshot of survey data from the most recent data collection, April 2019.

1. I received the training I need to perform my job.

98 percent agree or somewhat agree

2. How would you rate the support and guidance you receive from your supervisor?

90 percent Good or excellent

3. I receive the information I need to perform my job effectively.

92 percent agree or somewhat agree

4. I am satisfied with my job.

95 percent agree or strongly agree

5. Do staff members show residents respect?

97 percent Yes or mostly

6. Are the staff members good role models?

97 percent Yes or mostly

7. Do staff members seem to genuinely care for residents?

97 percent Yes or mostly

The Index located at the end of this biennium report contains graphs related to the Division of Juvenile Services.

The DOCR Education Department is directly responsible for delivering education services for each population — juvenile (YCC) and adult (JRCC, MRCC, and NDSP). In addition, within the 2017 - 2019 biennium, the DOCR Education Department provided and assisted with educational programming in the contracted facilities of TRCC (TASC, TARP, TR) and Dakota Women's Correctional Rehabilitation Center, as well as law library services to all sites. The educators for the two diverse populations are one education department with sharing of resources, strategies, best practices, and supervisors. The department has a Director of Education that oversees all operations and principals, along with assistant principals, tasked with education day-to-day operations and strategic planning. The educators within the DOCR share common beliefs that will drive all planning, implementing, and improving of educational standards and curriculum delivery. The scope of this department can be found in the index of this biennium report.

Changes

- New programming areas of Health Careers and Automotive Technology were added to YCC starting in 2017
- Construction Education was added to MRCC
- Financial Literacy curriculum was designed and customized to our residents and launched

Accomplishments

- YCC was selected as one of the Governor's Innovation Schools. This is a five-year commitment working toward the initiative of personalized competency based education (PCBL). At YCC, our goal is to elevate instruction, assessment, and student choice to move away from the set course requirements of seat time (Carnegie Units) and award credit to students based on proficiency and knowledge of course core competencies.
- YCC submitted an application to move to four-day school weeks. DPI approved this request and a calendar was created for the 2019-2020 school year.
- GED Success Rate was 92 percent
- Defined a portrait of a learner for YCC and a portrait of a graduate for DAS to drive our curriculum and scheduling decisions.

Statistics

217 GED graduates for adults located at JRCC, MRCC, and NDSP

158 GED graduates with honors

186 adult students increased their educational functioning level

18 GED graduates for juveniles at YCC

15 high school diploma earners for juveniles at YCC

3 high school diploma earners for adults located at JRCC, MRCC, and NDSP

433.25 total high school credits earned for juveniles at YCC

Approximately **49.3 percent** of YCC students have special education needs (statewide average 21 percent)

54.7 percent of adult services students reported being in special education services or needing additional academic help when in public school

35 of 182 ND school districts were served by YCC

15,371 total patrons per year at YCC library

62,816 total patrons per year DAS (three libraries)

87 ServSafe certifications DAS

78 Flagger (Construction) DAS

38 OSHA-10 certifications DAS

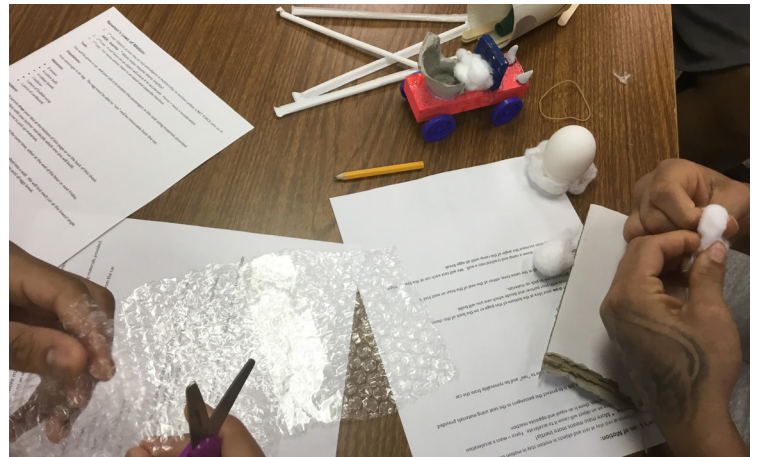
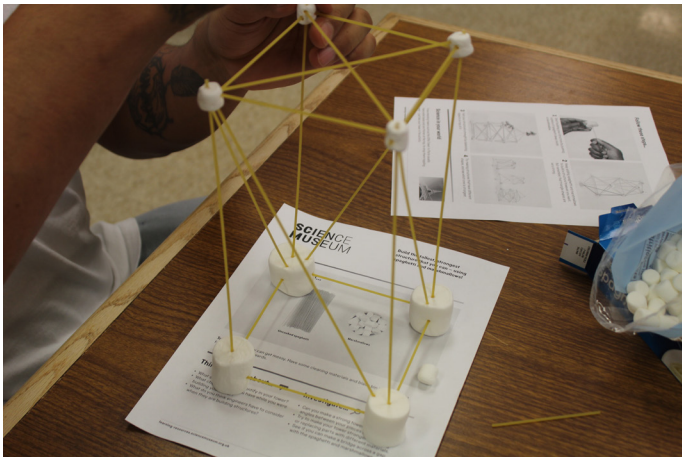
Education

Concerns

- The adult students we are serving have a reading grade level equivalency (GLE) of 2.4 for men and 4.8 GLE for women. Reading remediation has to be top priority to get students to the point of successfully passing their GED tests and going beyond to vocational training.
- Based on the average reading level of the adult students, a direct focus of screening all residents upon intake for dyslexia will be the upcoming biennium's goal to better identify residents' vulnerability in this area.
- The scope of academic ability for both adult and adolescent learners within DOCR Education is now at its broadest spectrum in 15 years. Couple that with incoming mental health needs and we are taking a direct look into how to promote more within personalized learning and evidence-based strategies.

Next Steps

- Continued planning for teacher training in PCBL at YCC
- Increase program offerings to reach more students and residents
- Roll out SECURUS tablet with Lantern platform to increase instructional time electronically to include post-secondary degrees. This included in-cell work capability.
- Workforce Development Partnerships within the community
- Career Readiness Curriculum Facelift



Transitional Facilities

Transitional Facilities encompasses minimum custody facilities providing housing and programming for men and women incarcerated residents and are a part of the DOCR. Transitional Facilities continue to support its mission in providing a safe environment to learn and practice skills necessary to be successful in the community. This is achieved through participation in evidence-based services that assist in recidivism reduction.

Transitional Facilities are comprised of the Missouri River Correctional Center and the following contracted facilities throughout the state:

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

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

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

For programming assessments, the DOCR continues to use the Correctional Program Checklist (CPC) assessment developed by the University of Cincinnati's Corrections Institute. The CPC emanates from the extensive body of literature on the principles of effective correctional management. The objective of this assessment is to conduct a detailed review of programming and services offered at a facility, and comparing it to the practices with the research literature on best practices in corrections. A number of Transitional Facilities providing substance abuse and cognitive behavioral programming were audited during this biennium.

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

Jail Inspections:

July 1, 2017 to June 30, 2019:

- 73** total jail inspections completed
- 3** orders vacated
- 4** orders issued
- 1** downgraded by reclassification

As of June 30, 2019 we had two facilities on orders of non-compliance working toward gaining compliance.

Transitional Facilities

Missouri River Correctional Center (MRCC)

MRCC is a minimum custody facility located in South Bismarck that houses men sentenced to the North Dakota Department of Corrections and Rehabilitation. MRCC was established in 1943 and is nearing 75 years of existence. The main housing facility was built in 1992 and is comprised of 12 dorms surrounding the control center, in a wagon-wheel design, with a capacity of 191 residents. Residents housed at MRCC must be minimum custody requirements.

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

During the 2017-2019 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act of 2003. The results of the second audit cycle began August 20, 2016 with a compliance date of February 20, 2017. MRCC had 17 standards exceeded, 24 standards met, and two standards not applicable.

While very few of the reports received under PREA are determined to be substantiated, the DOCR continues to review and investigate every allegation that meets the definitions of sexual abuse or sexual harassment as defined by the PREA standards. The agency as a whole is committed to protecting those in our care from sexual abuse and sexual harassment. For the calendar year of 2017, MRCC had two substantiated, four unsubstantiated, and one unfounded reports. For the calendar year of 2018, MRCC had zero substantiated, one unsubstantiated, and one unfounded report. MRCC had one escape, one report of assault on staff, zero reports of sexual abuse, 20 reports of fight and assault incidents, and 1,660 positive behavior reports in this biennium.

Purpose of Work

Everything we do, we believe in challenging the status quo of prison management. North Dakota believes in thinking differently. We challenge the status quo of 'tough on crime' by recognizing that in order to make the public safe, we have a responsibility to transform people's behavior, thoughts, and actions, through respect, dignity, and providing opportunities for change. This is accomplished through the following strategic initiatives and philosophies.



Dynamic Security/Work As One Import Model/Normality

Runners Against Destructive Decisions (RADD) – Volunteers, DOCR staff, and residents run together with the hope to provide a healthy, prosocial activity for the residents as well as positive support as they return to their community. The Bismarck Tribune featured a story on Judge David Reich, the originator of RADD.



Work As One – Import Model

Trinity Broadcasting Network held concerts at JRMM, MRCC, NDSP, to entertain residents with humor, songs, and dialogue-using a style that speaks of the love, mercy, forgiveness, and grace of Jesus, along with unique testimonies provided from the band members.

Transitional Facilities

Progression

Career Fairs – Residents at the Missouri River Correctional Center, that are nearing the end of their sentence, have the opportunity to participate in community job fairs to help them prepare for their release. These career fairs are made possible by generous individuals in the community that have donated funds for the residents to be able to purchase and have appropriate clothing to seek employment.



Normality

Enrichment classes - The adult facilities offer various enrichment classes to help residents establish structured lives through learning prosocial activities.



GED Graduations – The adult facilities honor GED graduates by holding ceremonies which highlight their great achievements. Education peers, education staff, family and friends of the graduates have the opportunity to be present to share in this positive milestone.

Transitional Facilities

Make a Difference - Community Service Work/Normality/Work As One Import Model/ Dynamic Security

The Banquet Food Outreach – The Banquet is a local outreach program that provides a warm cooked meal to the less fortunate in the community. A group of MRCC residents and staff assist this program by providing a reliable group of volunteers on one of the days they are most needed. Volunteers set up tables and chairs, serve food, wash dishes, and clean up the kitchen and dining room.



Great American Bike Race – MRCC and NDSP partnered with the Sanford Health Foundation for residents and staff to raise funds for local kids and young adults living with cerebral palsy and related conditions. Donations received are used to make sure young people in our community have the equipment they need, such as wheelchairs, communication devices and adaptive tricycles, to live fully and independently. Numerous teams at MRCC and NDSP participate in the race that takes place at the community. MRCC had the unique opportunity to take a team to Legacy High School to participate in Great American Bike Race in the community.

Service Dogs of America – JRCC, MRCC, and NDSP, have Inmate Canine Assistance Programs in which residents train service dogs to assist people in the community. MRCC staff and ICAP handlers had the unique opportunity to take service dogs to Sertoma Park to socialize with new Service Dogs of America puppies. The meet and greet was open to the public to learn more about the Inmate Canine Assistance Program and Service Dogs of America.



United Way Day of Caring – Residents and staff volunteer their time to participate in the United Way's Annual Day of Caring. Day of Caring is the Bismarck community's largest volunteer event. It's a chance for businesses and individuals to donate their time and skills to give back - together accomplishing great things! For three consecutive years they have traveled to the Dakota Zoo to help clear debris, construct and stain fencing, and do general manual labor to help maintain the majestic beauty of the zoo for all citizens to enjoy.

Medium Security Facility

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

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

During the 2017-2019 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act of 2003. The results of the second audit cycle began August 20, 2016 with a compliance date of February 20, 2017. JRCC had 17 standards exceeded, 24 standards met, and two standards not applicable.

While very few of the reports received under PREA are determined to be substantiated, the DOCR continues to review and investigate every allegation that meets the definitions of sexual abuse or sexual harassment as defined by the PREA standards. The agency as a whole is committed to protecting those in our care from sexual abuse and sexual harassment. For the calendar year of 2017, JRCC had seven substantiated, five unsubstantiated, and five unfounded reports. For the calendar year of 2018, JRCC had one substantiated, three unsubstantiated, and two unfounded reports.

JRCC had a total of zero escapes, 17 reported cases of assaults on staff, one reported case of sexual abuse, 137 reported incidents of fights and assaults and 5,352 positive behavior reports during this biennium.

Promoting Normality

- Volunteers have come in to provide exercise classes including HIT and yoga
- Additional yoga classes have been started which are led by a residents
- Next Step fellowship was created which is a resident led fellowship where they help other residents adjust to being in a prison setting. We have had past residents come in to speak to current residents and give information on how to adjust once they are "on the outside."
- Softball games, pinochle tournaments, bean bag toss, and other games have been organized with staff and residents playing as teammates. Staff from all areas of the facility participate in these events.
- Painting of the amusement hall, the SAU main entrance and other areas of the facility was completed to get away from institutional colored walls and make the spaces more residential. Residential type chairs and furnishings were placed on the housing units.
- Artist of the month was created for residents to be able to display their creativity
- Special food events were held to include purchasing food from the community and a volunteer coming in for a cookout
- Car shows have been held with a local car club displaying their cars by driving outside the fence of the main rec yard
- A motorcycle show was held with local motorcycle clubs and staff bringing their motorcycles to the front walkway for residents to view and talk with the motorcycle owners
- Numerous father and child events were held which included pumpkin painting, flower planting, and making cookies
- JRCC has hosted several events over the last year in an effort to bring the community into the prison setting. Staff have been working hard to show the residents there are many prosocial activities they can participate in and urge the residents to be involved and not just a bystander.

Medium Security Facility

Promoting Normality

- Building Healthy Relationships class was offered. This is an eight-week (one meeting per week) class that is presented by volunteers. This program is a personal development program that help residents improve communications, relationships, and decision making skills. These skills help well they are incarcerated and when they are released.
- A great deal of effort was put toward beautification of the grounds. The largest aspect of this beautification consists of flowers planted throughout the grounds. A small pond was added in the recreation area. This makes for a quiet, peaceful place for residents to go. A sitting deck and pergola along with Adirondack chairs was built in the recreation area by the construction class.

The Garden

Six residents were employed during the summer seasons to work in the vegetable garden. Seeds and planting stock were donated by local businesses and individuals. The harvested vegetables are donated to the Community Action Food Pantry, Jamestown Senior Center, and the Streeter Senior Center. Harvested produce consisted of potatoes, tomatoes, garlic, onions, beets, carrots, cucumbers, pumpkins which were used for a pumpkin painting event for the children of our residents. Over the last four summers, a total of *22,959 pounds of produce* have been harvested and donated to those in need.



Maximum Security Facility

The North Dakota State Penitentiary (NDSP) is a maximum custody facility that houses men sentenced to the DOCR. The mission of NDSP is to provide a safe environment to learn and practice skill necessary to be successful in the community. NDSP has a budgeted capacity of 779 and has the following housing units: East Unit, West Unit, South Unit, Medium Transition Unit, North Unit, Orientation, and the Behavior Intervention Unit (BIU). BIU, has implemented an Administrative Transition Unit and daily skills practice. Facility-wide initiatives include Children of Incarcerated Parents Initiative, Peer Support Specialist Program, community volunteering, Resident Care Giver Program, and service dog training.

During the 2017-2019 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act of 2003. The results of the second audit cycle began August 20, 2016 with a compliance date of February 20, 2017. NDSP had 17 standards exceeded, 24 standards met, and two standards not applicable.

While very few of the reports received under PREA are determined to be substantiated, the DOCR continues to review and investigate every allegation that meets the definitions of sexual abuse or sexual harassment as defined by the PREA standards. The agency as a whole is committed to protecting those in our care from sexual abuse and sexual harassment. For the calendar year of 2017, NDSP had five substantiated, two unsubstantiated, and one unfounded reports. For the calendar year of 2018, NDSP had two substantiated, six unsubstantiated, and one unfounded report.

NDSP has had zero escapes, 39 assaults on staff, zero reported sexual abuse cases, 279 incidents of fights and assaults, and 12,659 positive behavior reports for this biennium.

Dynamic Security

Each housing unit at NDSP has a yearly unit event in which staff and residents participate in games together such as volleyball, bean bag toss, and softball. This is also accompanied with a meal or snack. BIU officers complete out of cell activities for those in segregation once per week. Both the morning and afternoon security shifts participate.

The South Unit Community hosted a charity walk for St. Jude's Children's Research Hospital on October 19, 2018. NDSP residents raised \$883 and NDSP staff raised \$152 for a total donation of \$1,035. There were 101 residents and 15 staff that participated. This is just one of many of the charity walks the South Unit Community has organized.

NDSP's Free Thought presentation was on December 18, 2018 in the Chapel. Based on Kinetic Affect, the Free Thought group is comprised of residents and staff from treatment and education. Residents are able to express their thoughts through spoken word in the form of poetry, skits, and song.

NDSP hosts a resident holiday party each year. In 2018, a comedian performed and bingo was played. Juice and cookies were served and there were cash prizes, peanuts, and candy given to bingo winners.

Work As One – Import Model

The second Long-Term Healthcare Caregiver class graduated on February 16, 2018. All nine residents participating in the Long-Term Healthcare Caregiver class successfully completed the course. One resident was selected as the first resident to transfer after completing the course to be utilized at JRCC with residents in need there.

The NDSP Choir started on February 6, 2018. Student volunteers from the University of Mary lead the choir and perform a concert twice a year.

Maximum Security Facility

Eleven residents participated in a parenting class via IVN put on by the NDSU Extension Service. Class met every Monday in April for an hour and a half. Parents learn from the curriculum “Conscious Discipline” which will help create a positive, healthy relationship with their child.

NDSP hosted the Sanford Foundation Great American Bike race on April 20, 2018. There were 18 six-person teams that rode stationary bikes in 20 minute heats. NDSP raised almost \$6,000 in donations. KFYP and KXMB both were on site. A recognition ceremony was held on May 18, 2018 for those who participated and volunteered for the Great American Bike Race. Representatives from the Sanford Foundation also attended and handed out certificates to all riders. DOCR certificates were also presented to the team that raised the most money, the top three teams in distance ridden, and the top three riders for distance.

Kinetic Affect performed for the DOCR from June 18-21. There were two performances and workshops at NDSP on June 20.

Eric Genuis played two concerts at NDSP on September 19, 2018.

Community volunteers hosted a Holiday Greeting card workshop at NDSP on December 3 and 10, 2018. The materials were provided by the volunteers and residents were able to make the cards to send to family and friends.

North Dakota Building Trades Union was on site on December 7 to present to NDSP residents about the Building Trades Union and potential employment opportunities. Resident feedback was very positive.

The Great American Bike Race was held at NDSP on April 12, 2019. There were 26 teams comprised of both staff and residents that participated in the event. NDSP raised nearly \$11,000 exceeding 2018's total.



Maximum Security Facility

Normalization

Toastmasters Club continues to meet every Friday with education and unit management teams participating.

Art class is offered to residents at NDSP. This includes a class in education, the infirmary, and BIU.

The visiting room hosts multiple family events that allows residents to enjoy time with their children and families. Events include Easter egg dying, pumpkin painting, Bingo for Books, and Donuts with Dad on Father's Day among others.

The NDSP tour guide position has been very helpful to new residents coming out of ORU. This position shows residents who have just moved into general population around the institution and explains areas such as laundry, property, the chapel, etc.

On July 3, 2018 NDSP had a resident band play during recreation in the afternoon and evening. There was also a cookout for the evening meal.

A decorating contest was held for Independence Day. Residents were provided with red, white, and blue construction paper to decorate with. First place was awarded to the South Unit, second place went to East Unit A pod, and in third was the North Unit.

Murals were painted in Observation by residents.

A CPR class was held on October 12, 2018 for preferred housing residents. Fourteen residents attended and were certified in Adult and Child CPR with AED as well as familiarization on performing CPR on an infant and instruction on performing an abdominal thrust.

The NDSP Silver Strings band performed Christmas songs for the preferred housing residents on December 17 in the North Unit gym.

NDSP hosts an annual holiday unit decorating contest. Winners receive a movie night and a snack.

Resident volunteers from the South Unit Community teach a class to Orientation residents on what it is like to be in prison in North Dakota and how to appropriately acclimate themselves here.

A new recreation period for residents 50 and older began in Spring 2019.



Maximum Security Facility

Re-entry and Reintegration:

On April 10, 2018 there was a job fair hosted by Job Services. The event was a success with each resident doing an on-the-spot interview and two residents received offers of employment.

NDSP holds a quarterly Community Resource Fair for residents that are releasing within 120 days. Multiple community representatives participate and provide information about services such as housing, employment, transportation, and other resources that may be available to them.

The F5 project presents monthly at NDSP.

Treatment Programs:

Thinking for a Change (T4C)

Thinking for a Change (T4C) is an integrated, cognitive behavioral change program for offenders that include cognitive self-change, social and problem-solving skills. Designed for delivery to groups of 10-12 offenders in 25 lessons, the T4C program can be expanded to meet the needs of specific participant groups and facilitated by any trained staff member. Cognitive self-change teaches a concrete process for self-reflection aimed at uncovering antisocial thoughts, feelings, attitudes, and beliefs. Social skills instruction prepares group members to engage in pro-social interactions based on self-understanding and consideration of the impact of their actions to others. Problem solving skills integrates the two interventions to provide an explicit step-by-step process to address challenging and stressful real-life situations.

Cognitive Behavioral Interventions for Substance Abuse (CBISA)

Cognitive Behavioral Interventions for Substance Abuse (CBISA) is a curriculum designed for offenders who are moderate to high need in the area of substance abuse, and was developed by the University of Cincinnati Corrections Institute. It refers frequently to the legal effects of substance abuse and is well-suited for the criminal justice population. As the name suggests, this intervention relies on a cognitive behavioral approach to teach participants strategies for avoiding substance abuse.

Conflict Resolution Program (CRP)

Conflict Resolution Program (CRP) is a curriculum designed for offenders who are moderate to high risk and have a specific need in the area of emotional regulation. Participants must have been charged or convicted of at least two violent person-on-person offenses (including institutional misconducts).

New Pathways for Health Relationships (NPHR)

New Pathways for Health Relationships (NPHR) is a curriculum designed for offenders who are moderate risk and in need of emotional regulation, specifically related to intimate partner relationships.

Sex Offender Treatment Program (SOTP)

Sex Offender Treatment Program (SOTP) is a curriculum designed for sex offenders who score moderate to high risk on an actuarial measure of sexual recidivism. It was developed by the University of Cincinnati Corrections Institute and uses a cognitive behavioral approach to teach offenders strategies to avoid further sexual offending and/or sexual misbehavior. The program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional, and coping skills development.

Maximum Security Facility

Advanced Practice (AP)

Advanced Practice (AP) targets both criminal thinking and capacity to build pro-social responses. After completion of a primary program where offenders learn to identify risk, learn skills needed to reduce risk, Advanced Practices allows offenders to practice applying these skills in a structured, feedback-rich environment. Advanced Practices guides offenders to practice linking the risk to the appropriate skill set, how to generalize the application of skills, and to practice these social and problem-solving skills in more intense and realistic situations than previously practiced in primary treatment programs.

Sex Offender Maintenance Program (SOMP)

Sex Offender Maintenance Program (SOMP) targets both criminal thinking and capacity to build pro-social responses. After completion of a primary program where offenders learn to identify risk, learn skills needed to reduce risk, Sex Offender Maintenance Program allows offenders to practice applying these skills in a structured, feedback-rich environment.

Peer Support Program

Over the past 10-15 years, there have been major shifts in the behavioral health system to support recovery. The shift to recovery explains the shift from stabilization and maintenance to recovery and resiliency and the implications of this shift on the delivery of services. According to the Substance Abuse and Mental Health Administration, recovery is a process of change through which individuals improve their health and wellness, live a self-directed life and strive to reach their full potential. Last month DOCR contracted with Appalachian Consulting Group to provide Peer Support Training to 34 residents to become Peer Support Specialists, which is designed to assist others in their recovery process.

Peer support specialists are individuals who have been successful in the recovery process who help others experiencing similar situations. Through shared understanding, respect, and mutual empowerment, peer support workers help people become and stay engaged in the recovery process and reduce the likelihood of relapse. Peer support services can effectively extend the reach of treatment beyond the clinical setting into the everyday environment of those seeking a successful, sustained recovery process. All the peer support specialists at NDSP have lived experience, mental health and/or substance use issues and incarceration.

The role of the peer support specialist is varied and can take on several forms of support and assistance-determined by a support plan developed by the participant, peer support specialist, case manager and primary counselor. Although roles may vary depending upon resident needs, it is generally recognized that peer support specialists provide the following services to resident's living with a mental health and/or substance use issue:

- Use personal recovery experience as a tool
- Present recovery information
- Provide information about mental health/substance use resources
- Assist in identifying and supporting participants in crisis
- Facilitate self-direction and goal setting
- Communicate effectively with other team members
- Create an environment of respect with peers
- Encouragement for peers to construct their own recovery

“Peer support was a very enlightening program that has not only opened my eyes to my own faults but the reasons behind them. So that I can help others better cope, recover, and overcome their own faults and difficult situations. Thank you again to the peer support program.”

Parole and Probation

The DOCR Parole and Probation Division provides supervision for people on parole or supervised probation in the community. The division also supervises a small number of people subject to a sex offense community civil commitment order and conducts presentence investigations for the courts. The division consists of 121 staff that work from 17 district offices located throughout the state that are organized into seven regions: Region 1: Fargo and Wahpeton; Region 2: Bottineau, Rolla, Devils Lake, Jamestown and Oakes; Region 3: Bismarck and Washburn; Region 4: Mandan, Beulah, Dickinson; Region 5: Williston, Watford City, and Minot; Region 6: Grand Forks and Grafton; Region 7: Statewide Drug Courts and Staff Development.

Parole and Probation is responsible for teaching, coaching, mentoring and holding accountable approximately 6,900 people on supervision in an effort to help them make positive changes in order to improve their lives and desist from crime. In doing so, this contributes to improving the health, safety, and vitality of our communities in a very cost-effective manner. The division utilizes evidence-based practices to help identify risks and needs to formulate case plans with people, which serve as a roadmap for individual's behavior change journey. The division also collaborates with numerous public and private stakeholders throughout the state to share information, ideas, and resources in order to improve outcomes. The strength of the organization rests in the innovative, motivated, and dedicated staff that work towards the mission of the department. The division operates many specialized programs including: parole specialists, drug court, sex offense specialists, domestic violence specialists, and mental health specialists to target specific needs of the clientele.

While Parole and Probation Officers are primarily working with people to positively change behavior, the officers are unique in that they are sworn peace officers with law enforcement responsibilities and skills that are utilized when necessary to enforce the terms of supervision and uphold the law. Officers and support staff are trained to use Core Correctional Practices that research has shown to *positively change people's behavior and lead to a reduction in recidivism*. The Parole and Probation Division is also responsible to complete pre-sentence investigations as ordered by the state district courts. The purpose of these investigations is to provide background information to the courts, assess risk, and provide recommendations for appropriate sentences for the individual.

General Case Management and Supervision

The primary goal of Parole and Probation is safety. Officers and case managers are trained in EPICS (Effective Practices In Community Supervision) to enhance skills of staff that are working with people on behavior change. The purpose of the EPICS model is to teach probation and parole officers how to apply the principles of effective intervention (and core correctional practices specifically, including relationship skills) to community supervision practices. The core correctional practices (or competencies) are organized into an overall framework to assist with the application of specific skills within the context of community supervision. The EPICs model is designed to use a combination of monitoring, referrals, and face-to-face interactions to provide clients with a sufficient "dosage" of treatment interventions, and make the best possible use of time to develop a collaborative working relationship. The EPICS model helps translate the risk, needs and responsivity principles into practice. Community supervision officers are taught to increase dosage to higher risk clients, stay focused on criminogenic needs, especially the thought-behavior link, and to use a social learning, cognitive behavioral approach to their interactions. The EPICs model is not intended to replace other programming and services, but rather is an attempt to more fully utilize officers as agents of change. Officers also train to utilize enforcement skills when necessary. Officers must be highly skilled and knowledgeable in order to manage the delicate balance between change agent and enforcement agent.

The division utilizes an evidence-based risk assessment as a foundation to triage the caseload and to develop case plans. Staff are trained in administering and applying the assessment in way that allows the division to prioritize its time with higher risk individuals. The graph with this information is located in the Index of this biennium report.

Parole and Probation

Statistics

- 122 total staff, 94 sworn parole and probation officers and 28 administrative support, corrections agents and corrections case managers
- 17 district offices in the state
- Supervise 6,866 individuals as of June 30, 2019 – 5,095 men and 1,771 women
 - Supervised 7,065 at the start of the biennium – 5,289 men and 1,277 women
- *2.8 percent decrease over the biennium*
- Approximately 70 individuals on supervision for sex crimes daily that are monitored using GPS technology
- Supervise 60-70 individuals daily with SCRAM technology (alcohol monitoring)
- Completed 287 Presentence Investigations for the courts
- Collected \$2,370,536 in supervision and transfer fees
- The division was awarded \$12,817.82 in asset forfeiture money

Drug Courts

Parole and Probation partners with the judiciary to operate five adult drug courts in North Dakota with a sixth one in the planning phases to be hosted in Jamestown. The other courts are in Bismarck, Minot, Grand Forks, and Fargo has two. Each court is staff by one drug court officer who supervised the drug court caseload and coordinates drug court activities. Drug courts attempt to divert people from entering jails and prisons by providing intensive case management and treatment services. The courts use a team approach comprised of a judge, prosecutor, defense counsel, probation officer, and treatment provider. Every person accepted in the drug court meets with the team in court as they progress through phases. The judge, in conjunction with the team, works to hold people accountable by administering sanctions for violations while also providing support and affirmation for positive accomplishments. Participation provides an opportunity for people to engage in life-changing recovery from addiction; which benefits their children, family members, friends and the community.

During the 2019 legislative session, two new subsections to section 19-03.1-23 of the North Dakota Century Code were created and enacted as follows:

- Upon successful completion of a drug court program, a person who has been convicted of a felony under this section and sentenced to drug court is deemed to have been convicted of a misdemeanor.
- If a person convicted of a misdemeanor under this section is sentenced to drug court and successfully completes a drug court program, the court shall dismiss the case and seal the file in accordance with section 12.1-32-07.2.

Managing People Who Have Committed a Sex Offense

During this biennium, the division saw the sex offense caseload stabilize around 600 people or about nine percent of the total supervised population. The department has sex offense specialists and liaisons deployed throughout the state who receive specialized training in sex offense behavior assessment, management, and change in order to reduce the likelihood of reoffending and meeting the goal of “no new victims.”

The division designated three officers as Sex Offense Lead Officers during this biennium. The three officers are spread throughout the state and work as a team to develop and implement a plan that addresses assessment, case management, staff training, technology, and stay abreast of developments in the field. This team works with supervisors and staff to improve the overall effective delivery of services to the sex offense population.

Parole and Probation

Managing People Who Have Committed a Sex Offense

Housing for people who must register as a sex offender continues to be a serious problem and a growing problem for people on supervision. During the biennium, the number of people that are homeless has grown by almost 100. Homelessness, or being under housed, is a significant risk factor that increases the likelihood of people engaging in technical violations and new crimes. The department has leveraged resources to address housing needs of the at-risk population and nonprofits such as F5 have stepped to the table to help with this issue but gaps still exist throughout the state.

Staff Development

Parole and Probation is committed to providing our staff the training and tools to improve knowledge and skills in order to work more safely and effectively. Opportunities for development include leadership and management courses, communication and behavior change skills, mental health, addiction, disabilities, safety tools including firearms training, Taser®, self-defense tactics, and skills around self-care including resiliency training. Yearly, the division provides a four-day training hosted at the North Dakota National Guard's Training Center-Camp Grafton where staff engage in team-building exercises, dynamic firearms training, self-defense tactics and have the opportunity to put their skills to the test in scenarios that are based on actual events staff have encountered.



Innovation

18-24 Year Old Clients - A Bismarck officer has been assigned clients in this age group to specifically target supervisions strategies that may lead to successful completion of supervision. With young people their thought processes and reasoning ability may not be fully developed so this can lead to poor decisions. Education, employment, peers, and lack of family support can also be barriers. Supervision focuses on more contact especially early in the supervision period and focus on making connections with families. We have also started offering an incentive of waiving two months supervision fees for making the first appointment with their PO. Making the initial connection and establishing a positive working relationship is crucial to setting a path to success.

Employment Search Group - A Bismarck officer has coordinated a job search program working with stakeholder Community Options. Monthly employment seeking assistance is offered in the parole office to people referred by staff. Employment is a barrier for many people in attaining the necessities for day-to-day living but also plays a significant role in hindering paying off financial obligations, which can hamper exiting supervision.

Parole and Probation

Community Corrections Case Managers - A number of unlicensed case managers were put in place in the last two years. One of the positives that have come out of the case manager's positions is that it did put us in a position to examine new ways to approach the way we do our work with people. The creative process led to some good ideas. In one district the case manager is supervising low risk cases and doing release planning with people serving time in the local jail. And the newest development is the case manager is now supervising a group of people with PTSD issues. Targeting specific strategies for working with this group, we hope to have more successful outcomes.

Administrative Staff and Free Through Recovery - In an effort to start positive relations with people as early as possible it is important to have our administrative staff on board with making a positive impact on people upon their first visits to the probation office. In that regard, an administrative assistant in a district office has been training in FTR and gives a presentation to new people coming in on what FTR has to offer. This provides people the opportunity to have a positive experience from our staff while our staff is offering a program that can offer assistance they may need. It is a win-win approach to positive first impressions.

Waiting Room Improvements - Steps are being taken to improve the appearance of our waiting room to create a friendlier, informational, and welcoming atmosphere.

Community Engagement

Parole and Probation is responsible to work with people in their communities, so community engagement is at the core of our success. Our staff are involved in a number of community engagement activities and serve on numerous workgroups and committees throughout the state during the biennium. These connections serve as a critical link to leveraging resources, fostering innovation and promoting healthier and safer communities.

RADD Runs - Runners Against Destructive Decisions are runs have seen some momentum with a drug court officer, drug court participants and a judge meeting to run together as a way to promote a healthy lifestyle.

Red Ribbon Carnival - Staff continue to volunteer for this annual event focused on crime prevention and good relationships between law enforcement and children.

Special Olympics - The yearly fundraiser run and polar plunge are supported by a number of staff with proceeds helping Special Olympics athletes compete in various events.

Shop with a Cop - One of the best outreach programs, the Annual Shop with a Cop event provides a Christmas shopping opportunity for kids who would go without if not for the efforts of staff.

Cops and Kids Fishing - Another top notch event that provides kids who normally would not get to go fishing a day to spend away from the chaos many of them experience each day and fish with a law enforcement friend. Several officers and staff from P&P participate each year.

9/11 Stair Climb - Held at the Capital Building each year participants climb 110 floors to honor and remember the events and those who gave all on 9/11.

ICANBIKE - Annual program that provides an opportunity for kids to learn how to ride bikes, supported by several staff each year.

Parole and Probation

Community Engagement

Night Out-An annual event focused on kids and crime prevention supported by staff each year.

Honor Guard-The department's Honor Guard participates in a number of events each year and the members give of themselves in many ways.

Rally for Recovery-Community collaboration that celebrates recovery from mental illness and addiction.



Enforcement

Our staff engage in enforcement and safety operations when the necessity arises. Enforcement activities include conducting searches and seizure and locating and arresting individuals with warrants or those that are actively committing a criminal act. Below in Figure 1 is a picture of property stolen from a construction company that was recovered by parole officers during a search of a storage garage. Figure 2 shows guns and ammunition illegally possessed by a probationer that were confiscated by parole officers.



Parole and Probation

Successes

Information, Data, Technology & Communication

- Completed the rewrite and upgrade of the DOCSTARS system, which is the division's information management system.
- Parole officers were issued smartphones, which increases their access to information and communication with the people on their caseloads. Use of FaceTime or Skype to meet with rural clients is in its infancy but is now an option.
- Realignment of Parole and Probation regions including the creation of a new region. Also implementing lead officers in the regions in an effort to reduce the supervisor to staff ratio and provide staff more feedback, coaching, and mentoring.
- Worked with ITD to implement Mobile Device Management for the department's cell phones.
- Developed the Free Through Recovery information module which is integrated with DOCSTARS.
- Worked with Recidiviz to develop a data dashboard.
- Authorized law enforcement officers to access the division's DOCSTARS database to expedite access to information and enhance communication between agencies.
- Implemented the Common Statute Table in DOCSTARS. The Common Statute Table was developed by ND Criminal Justice Information Sharing (CJIS). It creates a system of common codes used by law enforcement, courts, and corrections in order to increase consistency in peoples criminal history throughout the criminal justice system.

Collaboration

- Worked with East Central Judicial District and Cass County Jail on reallocation of correctional resources.
- Partnered in the launch of a Domestic Violence Court in Grand Forks.
- Created a Law Enforcement Liaison in Fargo who is designated to help with our communication and coordination with local law enforcement officers
- Implemented a caseload management plan that puts in place a termination matrix and supporting policy to promote and reward positive behavior change.
- Extensive collaboration on the implementation and operation of Free Through Recovery throughout the state.

Operations and Services

- Implemented a pre-release pilot in Bismarck at the North Dakota State Penitentiary.
- Opened a Watford City district office with one officer assigned to the post.
- Obtained funding and authorization to develop three pretrial services pilot sites in selected judicial districts.
- Created the Sex Offense Lead Officer Team.
- Restructured hiring practices.
- Modified supervision level criteria to reallocate staff resources from lower risk individuals to higher risk individuals.
- Strengthened our internship program throughout the state.
- Staff are members of the DOCR Critical Incident Response Team (CIRT). We recognize the staff that are participating in this important service to provide support for our staff when experiencing trauma.
- Parole and Probation staff and institutional case managers trained in EPICS.
- Initiated the Special Response Team (SRT). This team was developed to respond to departmental needs and state emergencies where additional public safety resources area needed. The team consists of 18 members and has received federal training and certification from the Federal Emergency Management Administration.

Parole and Probation

Challenges

- Extensive problems prevail for the DOCR with compensation, and in particular compression. Just as the state has been working on justice reinvestment and reform, the state needs to make a concentrated effort to find ways to work on compensation reform and reinvesting in our correctional staff who are recognized for leading and implementing criminal justice innovation and reform.
- The increase use of the opioid drugs, especially heroin and fentanyl, has caused many challenges for the department. These highly addictive and lethal drugs are often associated with an increase in theft and aggressive and violent behavior.
- Information management is quickly evolving. IT issues and security are taking more and more time from management and front-line staff which takes resources away from staff supervision, case management, and other core operations.
- Housing for those convicted of criminal offenses is difficult, especially if the crime is a sexual offense.
- Officer caseloads continue to be high making it difficult to maintain the level of contact and interaction necessary to provide effective supervision and behavior modification.
- Generational poverty and a sense of hopelessness are pervasive among our Native American population and is magnified on our reservations. Finding meaningful ways to help the people on supervision is challenging.
- Assisting with the Dakota Access Pipeline protest took considerable hours and drew from the time spent with the people we supervise. In addition, working the protest caused considerable stress for the officers and their families and has had lasting impacts on all of them.
- Possible development and implementation of pretrial services in areas of the state.
- Working with communities to explore reallocation of their correctional dollars.
- Safety of our staff continues to erode. Firearms are more common and some drugs such as Carfentanil are extremely lethal, even in very miniscule amounts.
- Limited resources for the safe and effective care of the seriously mentally ill.
- Potential growth in oil impacted areas yielding:
 - Greater workload demand
 - Increases cost of living for staff
 - Challenges in recruiting and retaining quality professional talent
- Demand for specialty programs or services such as drug courts or domestic violence courts.
- Detox for the addicted and in particular detox for pregnant women.
- Addressing ineffective ideas or policies put forth by often well-intended citizens, legislators or stakeholders.
- Absconder prevention.
- Seeking opportunities to partner with North Dakota universities to research and develop innovative and information data driven public safety plans.
- Improving outcomes for the younger population on supervision. The 18-24 year olds' revocation rate is nearly 50 percent.
- Managing the stress and chaos associated with the enhanced pace of change.
- Creating meaningful pathways to innovation and collaboration.

Core Correctional Practices

The Core Correctional Practices division had a leadership turnover. A new director was selected, as well as a new supervisor. The data included in this report is from eighteen months instead of twenty-four.

The Core Correctional Practices division is tasked with training, auditing and coaching for staff to affect change and reduce the risk of recidivism in the DOCR population. This requires high fidelity implementation of evidence-based correctional practices targeting each individual's identified criminogenic risk and need areas. It involves the research, design, presentation, and evaluation of training programs to provide a safe and secure environment for staff and those we serve. The DOCR is responsible to assure that all contracted facilities in our state are staffed with properly trained staff and are providing high fidelity evidence-based correctional practices.

The division strives to continually improve services and add value to all staff through effective evidence-based training techniques.

The Core Correctional Practices division exists to provide training, auditing and coaching services to staff at the following sites:

- North Dakota State Penitentiary, Bismarck
- James River Correctional Center, Jamestown
- Missouri River Correctional Center, Bismarck
- Dakota Women's Correctional and Rehabilitation Center, New England
- DOCR Parole and Probation
- Six DOCR contracted facilities

Scope

- Design of training programs and systems to align with evidenced-based practices
- Analysis and evaluation of how closely correctional programs meet known principles of effective intervention
- In-service training to all DOCR staff

Changes

- The Core Correctional Practices division for the DOCR worked on updating the curriculum for training new staff to reintroduce Motivational Interviewing strategies and reflect the DOCR's principles of humanity, normalcy, and dynamic security. New skills practice workshops were developed for seasoned staff for 2019 mandatory trainings.
- Quality assurance measures for assessing Positive Behavior Reports within the three DOCR male facilities was revamped.
- Parole and Probation developed two positions to collaborate with the Core Correctional Practices department. These positions help to maintain fidelity and coaching within the community.
- In 2018, a CCP Advisory Committee was created to utilize willing staff from JRCC, MRCC, NDSP and Parole and Probation. This committee has started to develop recommendations for a quality assurance tool to be utilized by supervisors for maintaining the fidelity of CCP amongst seasoned staff.

Core Correctional Practices

Accomplishments

- The Correctional Program Checklist (CPC) is used to ascertain how closely correctional programs meet known principles of effective intervention. The ND DOCR contracted with the University of Cincinnati Corrections Institute to train eight department staff in the CPC.

The CPC is divided into two basic areas: content and capacity. The capacity area measures whether a correctional program has the capability to deliver evidence-based interventions and services for offenders. There are three domains in the capacity area including: Program Leadership and Development, Staff Characteristics, and Quality Assurance. The content area includes the Offender Assessment and Treatment Characteristics domains, and focuses on the extent to which the program meets certain principles of effective intervention, namely Risk Need and Responsivity. It should be noted that all five domains are not given equal weight, and some items may be considered not applicable in the evaluation process.

Effective Practices in Community Supervision (EPICS): Developed by the University of Cincinnati Corrections institute. The purpose of the EPICS model is to teach probation and parole officers and institutional case managers how to apply the principles of effective intervention and core correctional practices specifically, including relationship skills to supervision practices. The core correctional practices are organized into an overall framework to assist with specific skills within the context of community supervision. Currently, 94 DOCR staff have been trained in the model.

- Four staff have been trained as trainers. The trainers attended a five-day training to learn how to train, led a three-day training with an EPICS coach, and led six months of coaching that included reviewing audios and providing feedback.
- Quality Assurance forms created for fidelity of Core Correctional Practices of institutional staff. A manual was developed to assist supervisors with scoring and providing feedback to their staff.

Statistics

- Audited 927 Positive Behavior Reports from NDSP, JRCC, and MRCC in 2018. This included providing feedback to staff that issued the reports.
- Audited 948 Positive Behavior Reports from NDSP, JRCC, and MRCC in 2019. This included providing feedback to staff that issued the reports.

Concerns

The division is working to review and refine the current curriculum. We have identified a need to provide additional training to current instructors and a need to add more instructors. All instructors are currently employed in other full-time positions across the DOCR and need to be taken away from their primary duties in order to instruct, conduct research, and evaluate classes. We have an increasing need for instructors as we provide training for multiple basic trainings throughout the year. We are losing some of our seasoned instructors and finding time to develop staff from all shifts to instruct is a challenge due to high staff turnover.

The division has identified the need to develop mentors throughout the department to provide quality assurance and coaching. These mentors will provide coaching in Core Correctional Practices and Effective Practices in Community Supervision. Fidelity is an important piece in Evidenced Based Practice implementation.

The division is continuing to work on Correctional Practice Checklist assessments, there is a need for more individuals to assess due to staff turnover, as well as all staff trained are currently employed in other full-time positions across the DOCR and need to be taken away from their primary duties in order to complete the assessment.

Behavior Health Services

Personnel

- 19** staff members at North Dakota State Penitentiary
- 15** staff members at James River Correctional Center
- 3** staff members at Missouri River Correctional Center
- 38** full-time employees provide behavioral health services

We employ two part-time, temporary psychology pre-doctoral practicum students who also serve our residents.

The practicum is in partnership with the University of North Dakota and Fielding Graduate University.

- 37** staff hold a behavioral health license of some kind, including Licensed Addiction Counselor, Licensed Social Worker, Licensed Professional Counselor, and Licensed Psychologist

Group Programs

<p>Thinking for a Change Target: Criminogenic Thinking</p> <p>Who LSI-R Score of 30 or higher and one of the following: -More than two incarcerations -Elevated Criminal Thinking Scales -Antisocial Personality traits Or just LSI-R Score of 38 or higher</p> <p>Where All adult prison and transitional facilities</p> <p>How Long 25 90-minute sessions Two sessions per week; 13 weeks Dosage: 37.5 hours</p>	<p>CBI for Substance Abuse Target: Substance Use</p> <p>Who LSI-R Score of 24 or higher and Intensive outpatient or higher level of substance use treatment need</p> <p>Where All adult prison and transitional facilities</p> <p>How Long 39 120-minute core curriculum sessions 31 90-minute advance practice sessions Five sessions per week; 14 weeks Dosage: 124.5 hours</p>	<p>Conflict Resolution Program Target: Aggressive behavior</p> <p>Who LSI-R Score of 30 or higher and At least two aggressive criminal offenses within the last three years Or at least one episode of serious institutional violence</p> <p>Where All adult prison facilities Centre, Inc.-Fargo location</p> <p>How Long 32 120-minute sessions Two sessions per week; 16 weeks Dosage: 64 hours</p>	<p>New Pathways to Healthy Relationships Target: Intimate Partner Violence</p> <p>Who LSI-R Score of 30 or higher and At least one criminal offense involving a violent act toward an intimate partner within the last three years</p> <p>Where All adult prison facilities for men</p> <p>How Long 32 120-minute sessions Two sessions per week; 16 weeks Dosage: 64 hours</p>	<p>Responsive Risk Reduction Target: Emotion Regulation</p> <p>Who Incarcerated women; particularly those who display risk for institutional misconduct and those with a mental health-related diagnosis</p> <p>Where Dakota Women's Correctional Rehabilitation Center Centre, Inc.-All locations Bismarck Transition Center</p> <p>How Long Goal is 40 60-minute sessions Offered on an ongoing basis Five sessions per week; Goal is 8 weeks Dosage: Variable; Goal is 40 hours</p>
<p>CBI for Sexual Offending Target: Sexual Offending</p> <p>Who Static-99R (Hanson, et. al, 2016) Score of 4 or higher and At least one criminal sexual offense within the past six years (and have not previously completed sex offense-specific treatment)</p> <p>Where ND State Penitentiary James River Correctional Center</p> <p>How Long 52 120-minute sessions Two sessions per week; 26 weeks Dosage: 104 hours</p>	<p>Forward Thinking Target: Prison Adjustment</p> <p>Who Men who have a moderate to high score on the Risk of Administrative Segregation Placement (Smith & Labrecque, 2018) assessment tool</p> <p>Where ND State Penitentiary</p> <p>How Long 10 90-minute sessions Two sessions per week; 5 weeks Dosage: 15 hours</p>	<p>Free Your Mind Target: Institutional Misconduct</p> <p>Who Men placed in the Behavioral Intervention Unit following a serious violent incident while incarcerated</p> <p>Where ND State Penitentiary</p> <p>How Long Varies by individual ; offered for duration of stay in the Behavioral Intervention Unit Three sessions per week Dosage: Variable</p>	<p>Advanced Practices Target: Skills Application</p> <p>Who Residents who have completed one of the following programs: Thinking for a Change Conflict Resolution Program CBI for Substance Abuse CBI for Sexual Offending Free Your Mind (Administrative Transition Unit Group)</p> <p>Where Advanced Practices (T4C and CRP) and Substance Abuse Aftercare available at adult male prison facilities and Centre, Inc.-all locations Sex Offender Maintenance offered at all prison facilities for men Administrative Transition Unit Group offered at ND State Penitentiary</p> <p>How Long Dosage: Variable</p>	<p>Coping Skills Target: Emotion Regulation</p> <p>Who Residents of the ND State Penitentiary Orientation Unit who express or evidence symptoms of a mental health-related diagnosis Residents of the Special Assistance Unit at the James River Correctional Center</p> <p>Where ND State Penitentiary James River Correctional Center</p> <p>How Long Dosage: Variable</p>

LSI-R refers to the Levels of Service Inventory, Revised (Andrews & Bonta, 1995)

CBI refers to Cognitive Behavioral Interventions

Behavior Health Services

Assessment and Referral Data

From January 2019 to September 2019, DOCR staff completed 788 substance use disorder assessments. Based on the results of those assessments, DOCR staff referred 85 percent of men entering DOCR prison facilities to participate in some type of treatment for a substance use disorder.

Seventy percent were referral to either Level 2.1 or 3.5. Charts for these statistics and others for behavior health services can be found in the index of this biennium report.

Accomplishments

- There are *22 residents trained as Peer Support Specialists* using their own recovery journeys to provide support to other residents in NDSP. The first 40-hour Peer Support Specialist training held inside of a prison took place in June 2019. The trainers were staff from Appalachian Consulting Group, which has assisted with building capacity for peer support across North Dakota.
- Strengthen Your Support is an opportunity for family members or other supportive people in residents' lives to learn and practice some of the skills that their loved one has learned while participating in prison-based group treatment programs. This event was held twice at NDSP. Families were able to enjoy a meal together and participate in some fun leisure activities, while also learning how to support their loved ones in continuing positive change.
- There have been no completed suicides within the past year, from October 1, 2018 to September 30, 2019.
- Over 1,000 people are currently participating in Free Through Recovery. There are currently 35 Free Through Recovery providers serving people across the state.
- The Free Through Recovery team offered training for new care coordinators on a quarterly basis and provided ongoing training and technical assistance in topics such as setting achievable goals, crisis and harm-reduction oriented services, and completing relevant documentation.
- Two additional clinical staff received training in Eye Movement Desensitization and Reprocessing, a treatment modality specific to helping clients resolve trauma and treat Post-traumatic Stress Disorder.
- Two staff participated in training on Cognitive-Behavioral Interventions for Personality Disorders.
- All behavioral health staff attended Recovery Reinvented and the North Dakota Behavioral Health Conference.
- All behavioral health staff had an opportunity to attend Transgender 101 training to assist them in serving our clients who identify as transgender.
- There have been sustained reductions in the use of segregated housing.
- Forward Thinking, a ten-session group program for people at high risk for institutional violence, was implementing with the goal of preventing participants from engaging in aggressive or violent behaviors within the prison setting. This program is part of an ongoing evaluation project by The University of Cincinnati, funded by the Bureau of Justice Assistance.
- DOCR assumed operation of the 60-bed James River Minimum Custody Unit (formerly a portion of the Tompkins Rehabilitation and Correctional Center).
- Residents are now able to continue medication-assisted treatment with Methadone when they enter a DOCR prison facility, provided they have less than two years to serve on their sentence and started Methadone treatment prior to incarceration.
- All residents have the option to take Naloxone (Narcan) nasal spray with them upon release. At least one person reported that *a family member who received the Naloxone when they transitioned from prison saved their life* when they were overdosing on opioids.
- Behavioral health staff maintained over 95 percent compliance with completing mental health screens and mental health care level assessments within the timelines set by policy.

Behavior Health Services

Goals for 2020

- Fully implement an updated electronic health record. The development and design process for Avatar's implementation in DOCR began in 2019 in collaboration with Netsmart. For the first time, DOCR and The North Dakota Department of Human Services will use the same electronic health record, which provides for better records sharing and communication about shared clients.
- Implement peer support at the James River Correctional Center and Dakota Women's Correctional Rehabilitation Center.
- Collaborate with Recidiviz to collect and analyze data regarding the effectiveness of group programming to assist in planning future program development opportunities.
- Develop a web-based, sustainable component to Free Through Recovery care coordinator training and professional development to ensure ongoing, accessible training across the state.
- Work with Stanford Computational Policy lab to collect and analyze initial data regarding Free Through Recovery's impact on participants.
- Improve collaboration with community-based providers to provide in-reach to people transitioning from prison.
- Partner with The Vera Institute of Justice to create a Restoring Promise Initiative unit inside NDSP.

Free Through Recovery (FTR)

FTR began accepting referrals on January 10, 2018 and services began on February 1, 2018. The majority of current participants in the program come from the Fargo area (37 percent), followed by Bismarck (29 percent). Over 1,900 individuals have participated in FTR with approximately 1,019 current participants.

Outcome Monitoring

FTR providers began tracking outcome metrics for participants in March 2018. In order for providers to receive performance pay, participants must meet three of the four outcome metrics. The outcome metrics providers are reporting on are as follows;

- Is the participant living in a residence that is supportive of their recovery?
- Is the participant actively seeking or participating in employment?
- Is the participant demonstrating effort to reduce their substance use or the harm associated with their use and/or improve their mental health functioning?
- Did the participant display prosocial behavior by avoiding criminal justice involvement resulting in arrest, criminal charge, or probation violation resulting in initiation of revocation?

More information regarding Free Through Recovery can be found in the Index of this biennium report.



Rough Rider Industries

The Department of Corrections (DOC) rehabilitative focus emphasizes making a better neighbor upon release from prison. To be a better neighbor an individual will have to have a job. Rough Rider Industries (RRI) helps prepare and return individuals to the community possessing the skills necessary to be gainfully employed. RRI empowers our people by getting to know them and understanding their strengths and weaknesses. RRI provides a positive, healthy work environment where participants are surrounded by like-minded individuals. We help our participants gain confidence in their work skills abilities which helps make their transition to the community more successful.



RRI helps inspire success by setting a goal of creating a safe work environment where individuals can learn and have the opportunity to make change. Where participants are seen as people and given respect, and by providing a work environment which allows mistakes to be made, while providing guidance to help participants move forward.

RRI empowers people by supporting a learning work environment and helping individuals acquire skills in things they may have never done before such as welding, CAD design, machining, fabrication, and much more. Additionally, RRI helps improve lives by teaching and training workers using current equipment and software technologies which closely mirror that of today's manufacturing and business sector. These new technologies make for a smoother transition into the private sector job market and give individuals the opportunity to improve their lives.



Rough Rider Industries



Recent technologies added to RRI include digital latex printer which enables RRI to digitally print signage, outdoor and event banners, print and cut graphics, and other decorative applications. This type of printer is commonly used in the sign and graphic design industry.



A CO2 Laser engraver was recently added to our product offerings and not only created a new industry for RRI, but also allows our individuals to imagine, design, and create custom products using a wide variety of materials.

A programmable sewing machine was recently added to our sew shop along with CAD design software. RRI is able to create and automatically sew pre-programmed patterns and designs, and allows for decorative stitching on pockets.



Residents were treated to a new software application as commissary ordering at each of the male facilities went to an electronic format. Residents now have the option of placing their orders either by kiosk or from their J-Pay tablets. This new order technology is an environmental friendly option as compared to paper, and is the first of its kind at any correctional system throughout the US.

Administrative Services

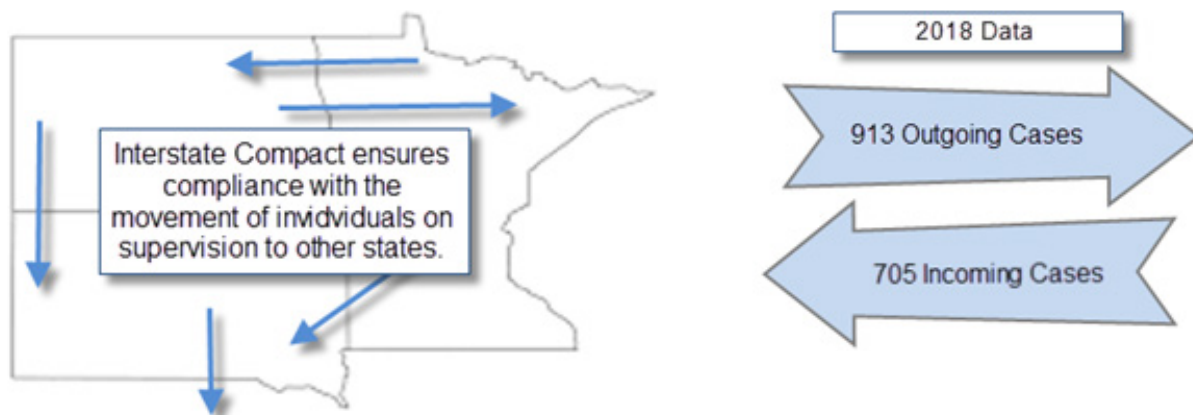
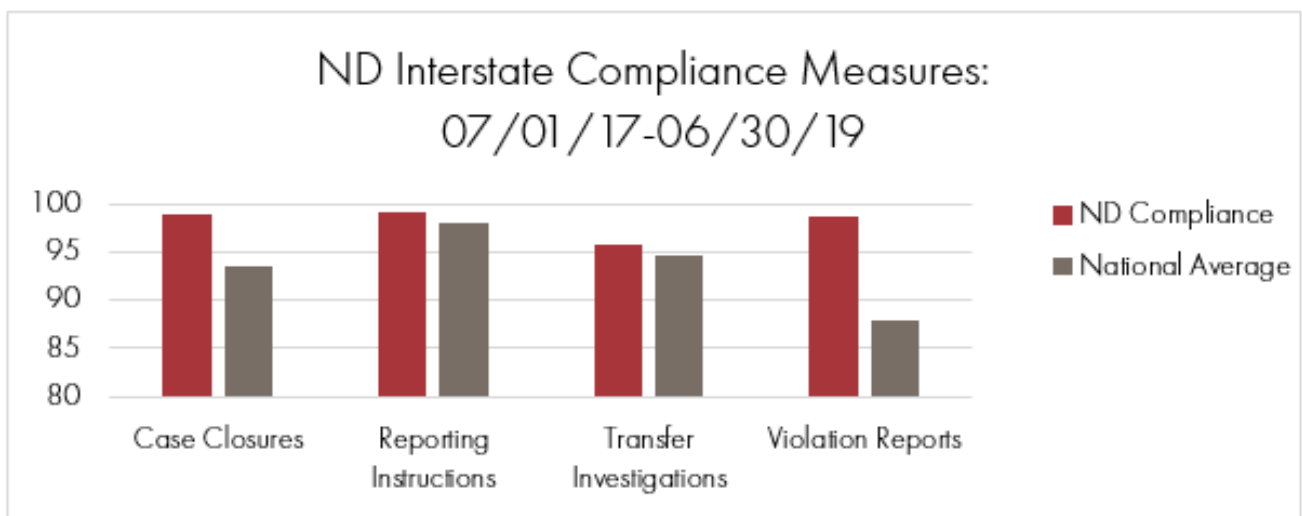
Administrative Services is a work unit responsible for the administration and oversight of four unique programs and services they are: the Interstate Compact for Adult Supervision, Case Planning (for incarcerated individuals), the Victim Service Grant Program and the Victim Compensation Program.

Interstate Compact

The Interstate Compact for Adult Offender Supervision (ICAOS) is comprised of all 50 states, and three territories. The Compact and National Commission provide uniform rules and procedures that assist with the management of offender movement between states for those individuals placed under community supervision.

During the 2017-2019 biennium ND's interstate unit was instrumental in drafting amendments to Rule 4.109-2 Absconder Violations. The changes to this rule included additional criteria to help verify that substantiates absconder status. At a national level any rule amendments go through an arduous review and approval process. It is exciting to announce that ND's proposed amendments to this rule were approved at the 2019 National Annual Business Meeting.

ICAOS promotes public safety and protects the rights of victims. ND's compliance this biennium continued to remain above the national average.



Administrative Services

Case Planning

Administrative Services is responsible for chairing and coordinating the Adult Services Case Planning Committee. The committee initiates case plans for individuals sentenced to the custody of the DOCR. Case plans are based on each individual's medical, psychological, substance abuse, educational, and other criminogenic risk and needs. Each month over 200 case plans are created by the committee. Case Managers then use the case plan to track the individual's progress. The overall objective is to create case plans that help support successful community integration and a reduction of recidivism.

Crime Victims Compensation Program

The Crime Victims Compensation (CVC) Program provides compensation to crime victims who have suffered physical or emotional injury or death. During the 2017-2019 Biennium, \$793,278 was provided to 911 applicants requesting reimbursement for various crime related costs such as medical, mental health and work loss. There was 848 claims reviewed and approved for payment; the average claim payment was \$935.

During this biennium the Crime Victims Compensation Program was able to complete and implement the new crime victims compensation database. This new database brings ND into compliance with mandated federal reporting requirements. It also provides efficiencies with managing claim categories and eligible expenses.

Victim Service Grant Program

The DOCR Victim Service Grant Program provides the administration for both statewide federal Victims of Crime Act (VOCA) grants and Crime Victim Assistance (CVA) grants. During the 2017-2019 biennium the DOCR awarded \$5,600,938 in federal VOCA funds to 43 ND victim service agencies. During the same reporting period, \$200,000 was awarded in state CVA funds to 32 agencies. This equates to the management of 82 federal VOCA grants awarded and 32 state CVA grants, which is a total of 114 victim service grants awarded and managed for the 2017-2019 biennium.

Women Services

All women residents sentenced to the DOCR intake and process through Dakota Women's Correctional Rehabilitation Center (DWCRC). Upon arrival, they remain in orientation until they are classified and case planned. Their case plan will determine timing and location of programming to best serve their needs. The goal is to reach the continuum of care necessary to be successful if they are on supervision and beyond.

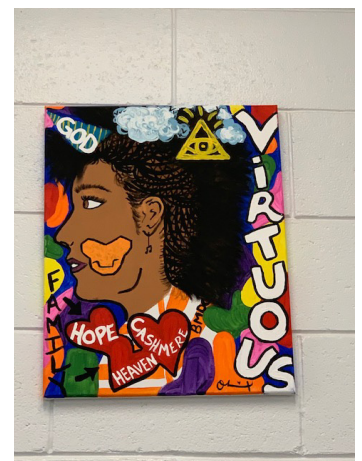
DWCRC contract is 126 bed facility that houses minimum through maximum custody women. DWCRC offers 3.5 and 2.1 Substance Abuse Programming, Conflict Resolution; Sex Offender Treatment, and Enrichment Programming.

DWCRC Enrichment Programming

Within My Reach (domestic violence), ORU Skills Group, Moving on (gender specific and criminality), Seek Safety (Substance Abuse and PTSD) Healthy Families, Human Trafficking, Art Class, Peer Led Art Class, Book Club, Gardening, Scrapbooking, NA, AA, Peer Support, PIYO classes, Community Resource Lectures, Health Lectures, Crocheting, Quilting, Religious/Cultural Activities, Entrepreneurial Trainings, TED Talks, White Bison Training. DWCRC also offers Education/Vocational Programming that includes GED/ABE, Welding, Photography, Carpentry, Parenting, Servsafe, CPR certification, Career Readiness, and Computer Classes.

DWCRC offers Medication Assisted Treatment through collaboration and a Memorandum of Understanding with the Heartview Foundation. If a resident arrives at DWCRC from county jail, and is currently on MAT, DWCRC has a contract with Heartview to provide the medication through DWCRC. The medication is not available as start-up programming; however, MAT is available if an inmate is housed at a transitional facility and they qualify for the program.

Recently at DWCRC, women residents participated in a unique art class called "My Profile." The idea started when a current resident's family member who carries a Master level art therapy degree and teaches art classes to federal inmates made contact with DWCRC. Three residents volunteered their time and talent to lead the art class. The residents who led the class came with experience as one was a former teacher with art experience and two were former tattoo artists. The residents were challenged to design a creative self-portrait. Supplies were provided that included a 16 X 20 canvas, various colors of acrylic paint and brushes. The self portrait imagery began through tracing their actual profile by using a light source. They were asked to include ten qualities and or hobbies that define who they are, what they liked, and what they appreciated about themselves. Sixteen residents participated in the class and they met weekly, with two hour sessions for five weeks. Due to interest, an additional seven were added to the class. Below are some examples of the beautifully defining artwork that was created.



Women Services

Identification of Trends for the Agency

Meeting the needs of women regarding trauma, mental health and substance abuse. Turns our focus towards trauma informed groups specific to gender based on evidence-based practices. As an agency, we must continue to address the trauma our residents have endured, as 90 percent of all incarcerated women have experienced some sort of trauma with sexual violence being the most common type reported. We must continue to offer research-based gender responsive programming and formulate a strategic plan to deliver this effectively.

Graphs containing more information on identification trends can be found in the index of this biennium report.

Transitional Housing

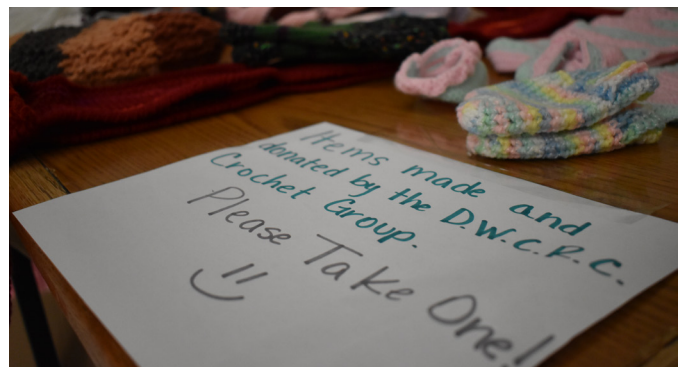
Centre Fargo contract is a 40 beds transitional facility that houses minimum custody women. The programs they offer are 3.5 and 2.1 Substance Abuse programming, Thinking for Change. Aftercare and Risk Responsivity Reduction for Women. The enrichment programs offered are therapeutic yoga, employment skills group and seeking safety.

Centre Mandan contract is a 20 bed transitional facility that houses minimum custody women. The programs they offer are 2.1 Substance Abuse programming and Aftercare.

BTC Secure contract is a 40 bed secure facility and BTC Transition is a 20 beds facility that houses minimum-security women. The programs they offer are 3.5 and 2.1 Substance Abuse Programming Risk Responsivity Reduction for Women and the enrichment programs include LIVEmpowerment.

BTC's major accomplishments over the last year includes the LIVEmpowered group implemented in 2019. This was a collaborative effort with the University of Mary and BTC. This project began in 2018, when Morgan Wald, Supervisory LAC, contacted the UMary to request collaboration on enrichment programming that could be provided at BTC Secure.

The collaboration allowed students to gain experience managing and facilitating a group. Multiple BTC staff attended the LIVEmpowered training, which was offered on March 23, 2019. Beyond that a series of meetings were held, with UMary staff and students. The students attended our PREA training, volunteer training and submitted to a background check. The LIVEmpowered group started on June 13, 2019. The group meets one time a week, for eight weeks, for one and a half hours. Participation in the group is voluntary. The group has been a great addition to the programming at BTC WSU. The residents have been able to discuss topics that are not covered in our other groups, such as financial literacy, parenting skills, co-dependency and career readiness skills, such as resume building. Residents like the extra programming and the opportunity to discuss topics that aren't offered in other programming.



Transitional Planning Services

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

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

Transitional Planning Services (TPS) performs many functions within the division. The primary areas of responsibility are:

Victim Services

Managing Community Supervision Violations

Transportation and Movement

Transition and Release Planning

Appraisal

Legal Records

ND Parole and Probation Board

Classification for Men

Parole Board

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

Transitional Planning Services is the administrative arm of the North Dakota Parole Board. Currently, the Director of Transitional Planning Services serves as the clerk to the board. Transitional Planning Services is responsible for managing the parole board docket, preparing and gathering documentation and information, assuring strict adherence to relevant state and federal laws, and executing the orders of the parole board. Graphs for Parole Board information can be found in the Index of this biennium report.

Classification for Men

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

Transitional Planning Services

Classification for Men

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

Legal Records and Appraisal

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

Legal Records

The DOCR has the responsibility to assure it executes lawful sentences to the DOCR as well as a legal and ethical duty to uphold the law and work with state's attorneys and courts to correct illegal sentences. The TPS Legal Records unit, consisting of five FTEs, one temporary staff, and one supervisor, is assigned this duty. From July 1, 2017 to June 30, 2019, Legal Records' staff processed 5,861 criminal judgments and entered 10,497 counts for individuals sentenced to DOCR custody.

Additionally, statistics taken from 22 out of 24 months of the 2017 – 2019 biennium include the following numbers processed by the Legal Records unit:

- **2,916** discharges
- **3,469** notifications of pending cases, active warrants, and detainers
- **598** Uniform Mandatory Disposition of Detainers and Interstate Agreement on Detainers ("Fast & Speedy" requests)
- Judgments sent back to court due to:
 - Illegal sentence of imprisonment **215**
 - Illegal term of probation ordered **72**
 - Needing clarification **138**

Sentencing Reports and Appraisals

The sentencing reports is a dynamic document containing a basic demographic listing of criminal offenses for which the individual is incarcerated as well as their projected good time release date, prior criminal record, and a snapshot of the individual's life (education, employment, family, drug and alcohol usage/history, and societal and criminal justice attitudes). This report is completed for every individual sentenced to a DOCR facility based upon an LSI-R/ASI appraisal conducted by contracted staff. During the 2017 – 2019 biennium, the division completed 3,278 sentencing reports, an increase of 2.2 percent compared to the 2015-2017 biennium. Of the 3,278 reports, contract staff completed 2,264 appraisals.

Transport and Movement

Transitional Planning is the hub of the transportation for the DOCR. Most individuals being transported are under the custody of the DOCR. These statuses include juveniles, parolees, parole violators, probationers, interstate compact violators, and out-of-state extraditions. Additional information can be found in the Index of this biennium report.

Transitional Planning Services

Victim Services Program

The Victim Services Program (VSP) provides post sentencing services to victims whose residents are in the custody of the DOCR. Throughout the incarceration and supervision period of an individual, it is important for victims to be able to express their concerns or thoughts regarding the impact the crime had on them as well as to be able to ask questions. Services include notifications regarding specific movement and status changes, referrals for services, safety planning, and coordinating parole and pardon board appearances.

Another helpful service provided by the VSP is a website containing information about state and national victim resources as well as information and an application for Crime Victims Compensation. The website provides easy access to ND SAVIN link, a link to the Fair Treatment of Victims and Witnesses contained in N.D.C.C. 12.1-43 and numerous victim and witness programs throughout our state. All this information can be found by going to the DOCR website:

docr.nd.gov/victim-services-program.

Total Registrations and Notices provided via ND SAVIN from July 1, 2017 through June 30, 2019:

Vine On-line site searches: **970,636**

DOCR Institution

Information phone calls: **135,473**

New registrations: **10,016**

Notification phone calls: **9,752** Notification by TTY: **2**

Notification phone text: **22,260** Notification by email: **34,933**

DOCR Probation and Parole

Information phone calls: **163,958**

New registrations: **19,559**

Notification phone calls: **10,402** Notification by TTY: **6**

Notification phone text: **19,060** Notification by email: **25,251**

Annual Victims' Rights Week

Every year the nation recognizes victims of crime during a dedicated week in April. In 2018 and 2019, the DOCR obtained grant funding to promote public awareness during this week through Facebook, newspapers, radio, and printed material.

The Victim Services Program also takes part in the Children of Incarcerated Parents Initiative, and working toward being a part of wrap around services during offender re-entry.

Managing Community Violations

From July 1, 2017 – June 30, 2019 the Intensive Transition Program Coordinator teamed up with the Parole and Probation staff to conduct 3,103 case reviews. These case reviews are structured to coordinate community interventions, advise on revocation proceedings, recommend sentences, or provide pertinent information to ensure successful transitions for those returning to prison or the community.

Transitional Planning Services

Children of Incarcerated Parents Initiative

The North Dakota Children of Incarcerated Parents Initiative is a DOCR led project inspired by Governor Doug Burgum's Main Street Initiative. At the DOCR, we strongly believe that cultivating healthy families and healthy children is an essential part of creating a vibrant community. The Children of Incarcerated Parents Initiative brings together agencies from the public and private sector, as well as community stakeholders, to work together on projects aimed at creating better outcomes for the children and families impacted by incarceration. Since January 2018, the initiative has accomplished the following:

- Established a support group for children of incarcerated parents partnering with the Bismarck YMCA, Ministries on the Margins, and Team Kaizen
- Assisted in policy recommendation changes that support family-centered practices within the DOCR
- Developed a plan to capture data on the numbers of children impacted by parental incarceration
- Provided training to the community on Adverse Childhood Experiences (ACES)
- Coordinated Governor Doug Burgum's proclamation that September 15, 2019 was Children of Incarcerated Parents Day in North Dakota



Warrants Initiative

The DOCR works hard to assist individuals with successful re-entry into our communities. In early 2017, the DOCR identified a barrier to rehabilitation and re-entry, outstanding warrants. Outstanding warrants preclude incarcerated individuals from participating in certain programs, prevent the transition to minimum custody facilities, and disrupt plans for housing and employment during release from incarceration. Transitional Planning Services' warrants manager focuses on working collaboratively with residents, law enforcement agencies, and courts to find solutions to clear warrants. In addition, the DOCR assisted with legislation that allows residents to clear probation revocation warrants. These efforts allow residents to transition to our communities instead of to another correctional facility.

Sentence and Treatment for Early Release

The North Dakota Legislative Assembly granted the DOCR authority to release an individual to probation who was sentenced to the DOCR upon conviction of a qualifying drug or alcohol related offense. An individual must meet STEP program eligibility requirements as set by law at the time of the offense, graduate from the program, and have court ordered probation to follow the individual's sentence. Qualifying offenses include Driving Under the Influence; Actual Physical Control; Refusing to Submit to Chemical Test; Driving while Under the Influence of Alcohol while Accompanied by a Minor; Possession of a Controlled Substance; and Possession of a Controlled Substance Analog. The DOCR collaborated on House Bill 1050 to add Possession of Paraphernalia as a qualifying offense next biennium.

Administration



Schedule of Expenditures by Division by Program (Unaudited) For the Biennium ended June 30, 2019

<u>Description</u>	<u>Amount</u>
Division of Juvenile Services	
Youth Correctional Center	\$ 15,673,241
Juvenile Community Services	\$7,968,229
Central Office - Juvenile	\$5,072,622
	<hr/>
Total Division of Juvenile Services	\$28,714,093
Division of Adult Services	
Adult Administrative Services	\$7,543,840
Parole and Probation	\$22,630,164
Transitional Planning	\$3,087,708
Maximum Security Facility - NDSP	\$36,722,241
Medium Security Facility - JRCC	\$27,300,050
Transitional Facilities - MRCC & Contract Facilities	\$32,562,611
Behavioral Health	\$12,945,382
Education	\$3,731,927
Women's Services	\$10,995,351
Rough Rider Industries	\$13,160,917
Central Office - Adult	\$41,237,389
	<hr/>
Total Division of Adult Services	\$211,917,579
Total Department of Corrections and Rehabilitation	\$240,631,672
	<hr/>
General Funds	\$208,313,043
Federal Funds	\$9,436,932
Special Funds	\$22,881,697



Schedule of Expenditures by Division by Line Item (Unaudited) For the Biennium ended June 30, 2019

<u>Description</u>	<u>Amount</u>
Division of Juvenile Services	
Salary and Benefits	\$21,945,057
Operating Expenses	\$5,501,651
Capital Assets	\$651,565
Grants	\$615,819
	<hr/>
Total Division of Juvenile Services	\$28,714,093
Division of Adult Services	
Salary and Benefits	\$115,892,383
Operating Expenses	\$87,239,441
Capital Assets	\$3,198,990
Grants	\$5,586,765
	<hr/>
Total Division of Adult Services	\$211,917,579
Total Department of Corrections and Rehabilitation	\$240,631,672
	<hr/>
General Funds	\$208,313,043
Federal Funds	\$9,436,932
Special Funds	\$22,881,697

Administration



APPROPRIATION STATUS REPORT For the Biennium ended June 2019

	<u>Original Appropriation</u>	<u>Current Appropriation</u>	<u>Expenditures</u>	<u>Remaining Appropriation</u>
Expenditures by Line Item				
Division of Adult Services	\$222,860,355	\$222,860,355	\$211,908,938	\$10,951,417 (1)(2)
Division of Juvenile Services	\$30,740,509	\$30,740,509	\$28,722,734	\$2,017,775
Total Expenditures	\$253,600,864	\$253,600,864	\$240,631,672	\$12,969,192
Expenditures by Funding Source				
General Funds	\$214,336,704	\$214,336,704	\$208,313,043	\$6,023,661 (1)
Federal Funds	\$10,539,317	\$10,539,317	\$9,436,932	\$1,102,385
Special Funds	\$28,724,843	\$28,724,843	\$22,881,697	\$5,843,146 (2)
Total Expenditures by Source	\$253,600,864	\$253,600,864	\$253,600,864	\$253,600,864

- (1) Of the remaining appropriation amount, \$2,244,695 was approved for carryover into the 2019-2021 biennium for use in the Free Through Recovery behavioral health program
- (2) Of the remaining appropriation amount, \$939,612 was approved for carryover into the 2019-2021 biennium for the purchase of an electronic medical record (EMR) system

Human Resources

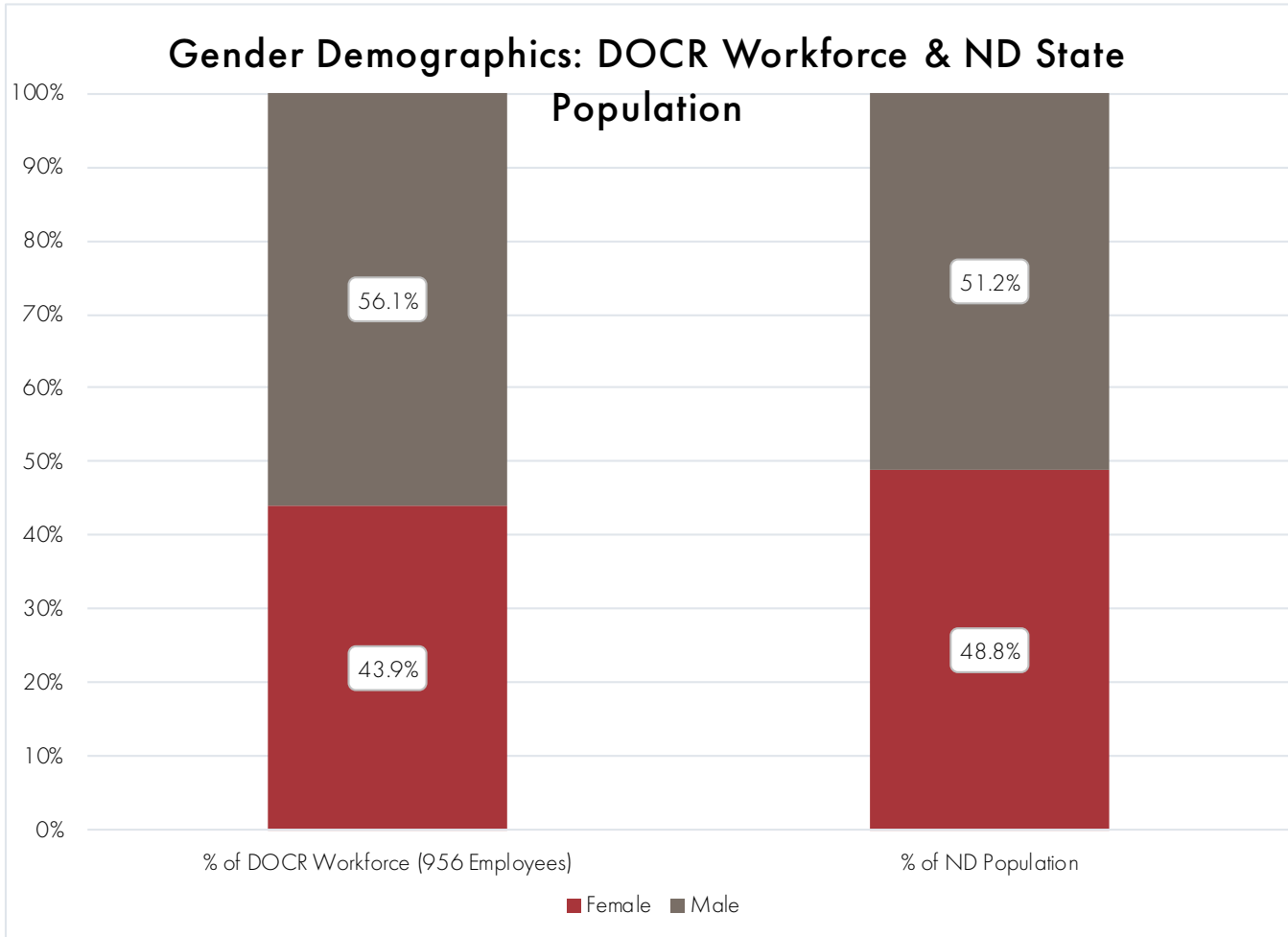
Year	All DOCR	All DAS	All DJS	YCC	DJS Community	Parole & Probation	MRCC	JRCC	NDSP	Central Office	RRI	Biennium Average
2011	14.3%	14.3%	16.6%	17.6%	13.9%	6.0%	4.8%	20.8%	14.2%	9.9%	23.2%	16.3%
2012	18.4%	17.7%	22.4%	21.8%	13.9%	8.0%	31.4%	16.2%	23.6%	10.6%	22.2%	
2013	17.4%	17.5%	18.7%	14.3%	35.2%	4.9%	21.0%	21.3%	21.5%	15.5%	3.1%	18.6%
2014	19.9%	18.8%	19.2%	23.6%	6.8%	4.7%	27.4%	26.6%	29.7%	10.5%	6.5%	
2015	20.9%	20.6%	29.0%	27.7%	23.7%	3.7%	27.4%	25.0%	26.8%	11.3%	10.1%	20.7%
2016	20.5%	19.0%	27.8%	28.9%	40.6%	8.9%	14.0%	27.0%	18.4%	23.3%	16.1%	
2017	16.5%	15.0%	25.5%	25.7%	25.0%	4.1%	18.4%	18.9%	22.3%	10.9%	6.5%	17.6%
2018	18.6%	17.1%	25.0%	24.5%	26.5%	9.0%	14.0%	20.0%	24.6%	9.4%	10.7%	
Overall Average	18.3%	17.6%	22.7%	22.8%	22.7%	5.7%	20.6%	22.3%	22.3%	13.1%	12.5%	

DOCR Employee Separation Reason 2017		
Resignation	37	23.0%
Other Employment	36	22.4%
Discharge	33	20.5%
Relocation	22	13.7%
Retirement	17	10.6%
Personal	8	5.0%
End Temp Employment	5	3.1%
School	3	1.9%

DOCR Employee Separation Reason 2018		
Resignation	44	27.0%
Other Employment	37	22.7%
Discharge	35	21.5%
Relocation	13	8.0%
Retirement	18	11.0%
Personal	7	4.3%
End Temp Employment	5	3.1%
School	4	2.5%

Human Resources

Most DOCR employees are directly responsible for public safety by providing direct security and/or health, medical, education, case management, and treatment services to residents and students in the custody of the DOCR.



Human Resources

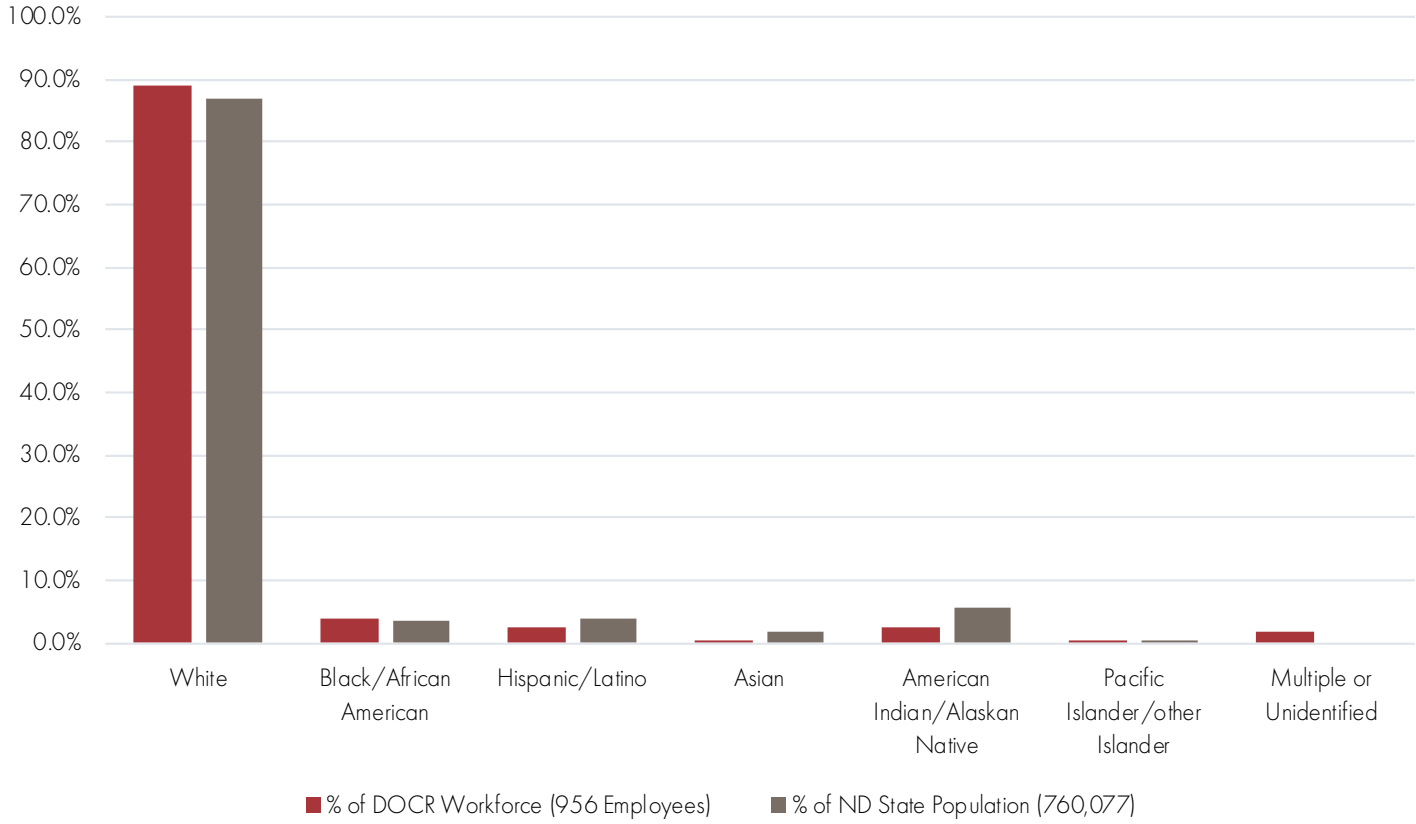
DOCR Workforce As of September 2019			
Gender	# Employees	% of DOCR Workforce	% of ND Population
Female	420	43.9%	48.8%
Male	536	56.1%	51.2%
Total**	956		760,077*

Position Status	# Employees	% of DOCR Workforce
Regular Classified & Non-Classified	833	87.1%
Temporary	123	12.9%
Total	956	

*US Census Quick Facts for ND, estimates for July 1, 2018

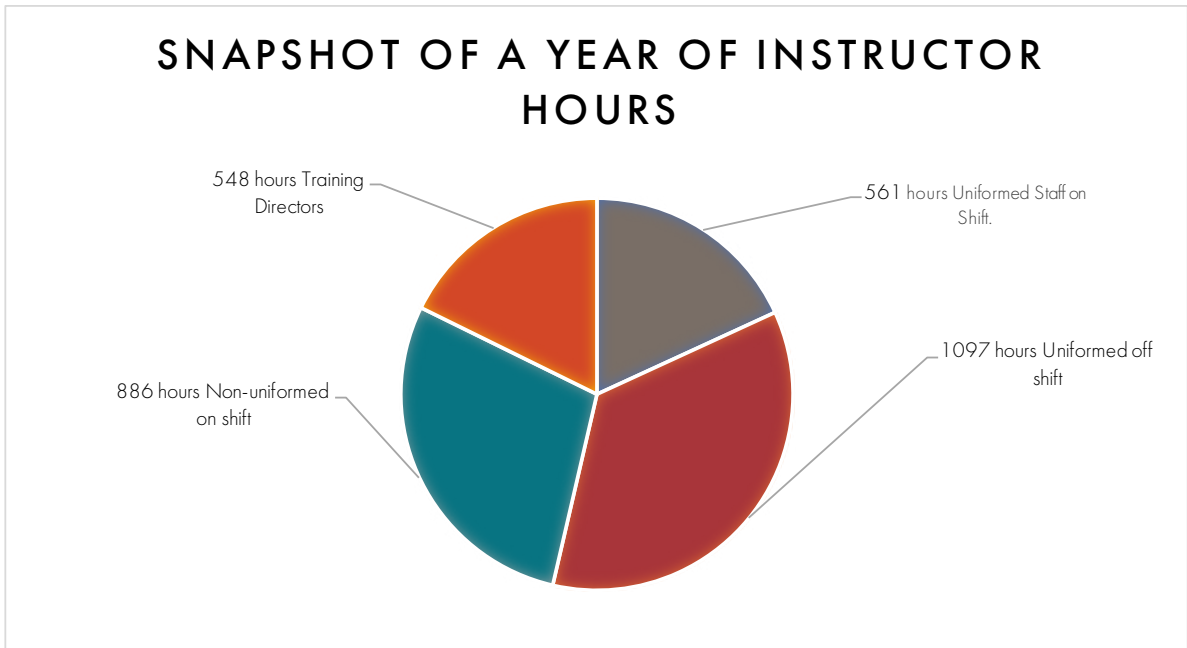
**Includes all (authorized, temp, non-classified, board members)

Race/Ethnicity Demographics: DOCR Workforce & ND State Population

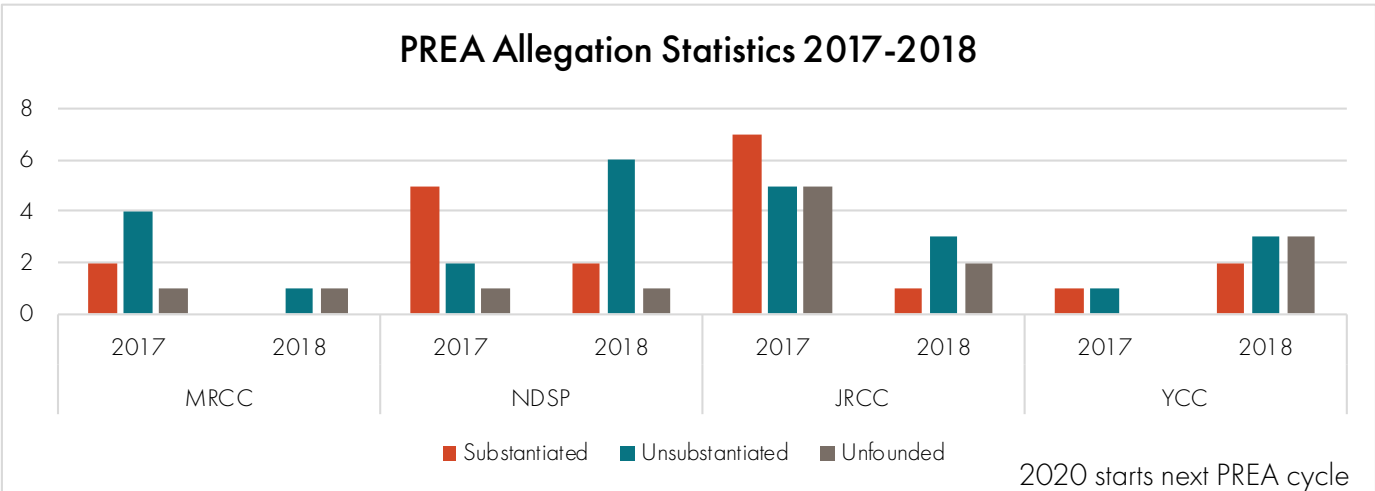


Staff Development

SNAPSHOT OF A YEAR OF INSTRUCTOR HOURS

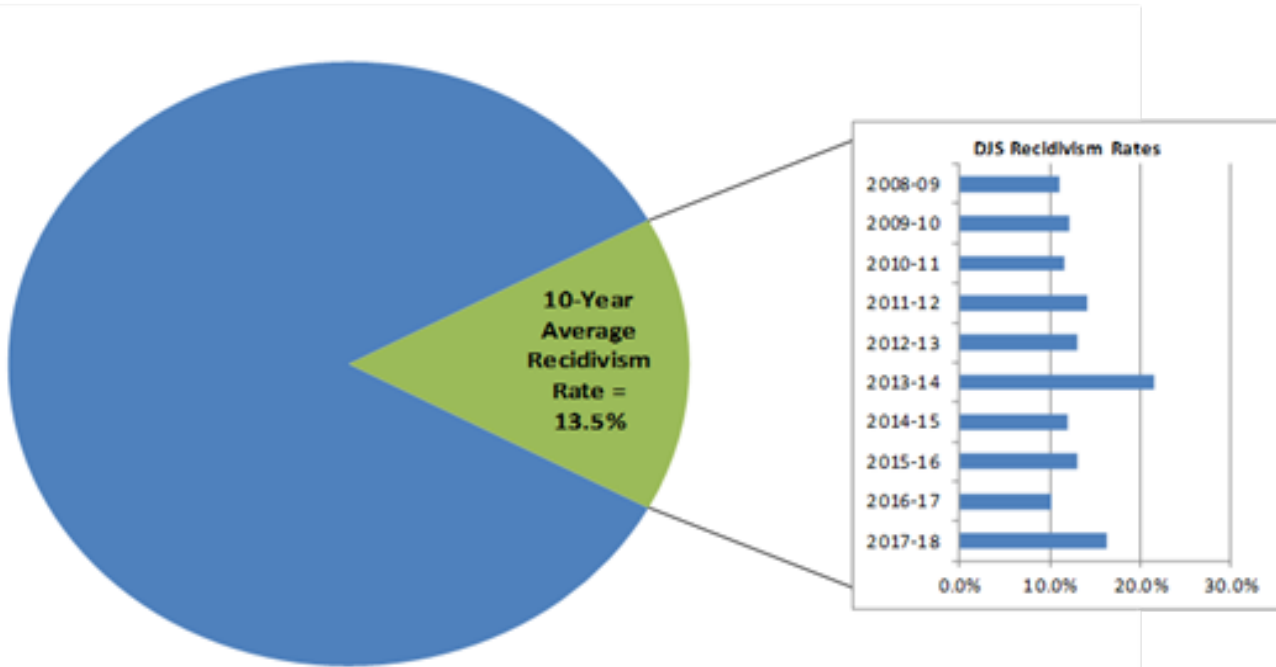


PREA Allegation Statistics 2017-2018

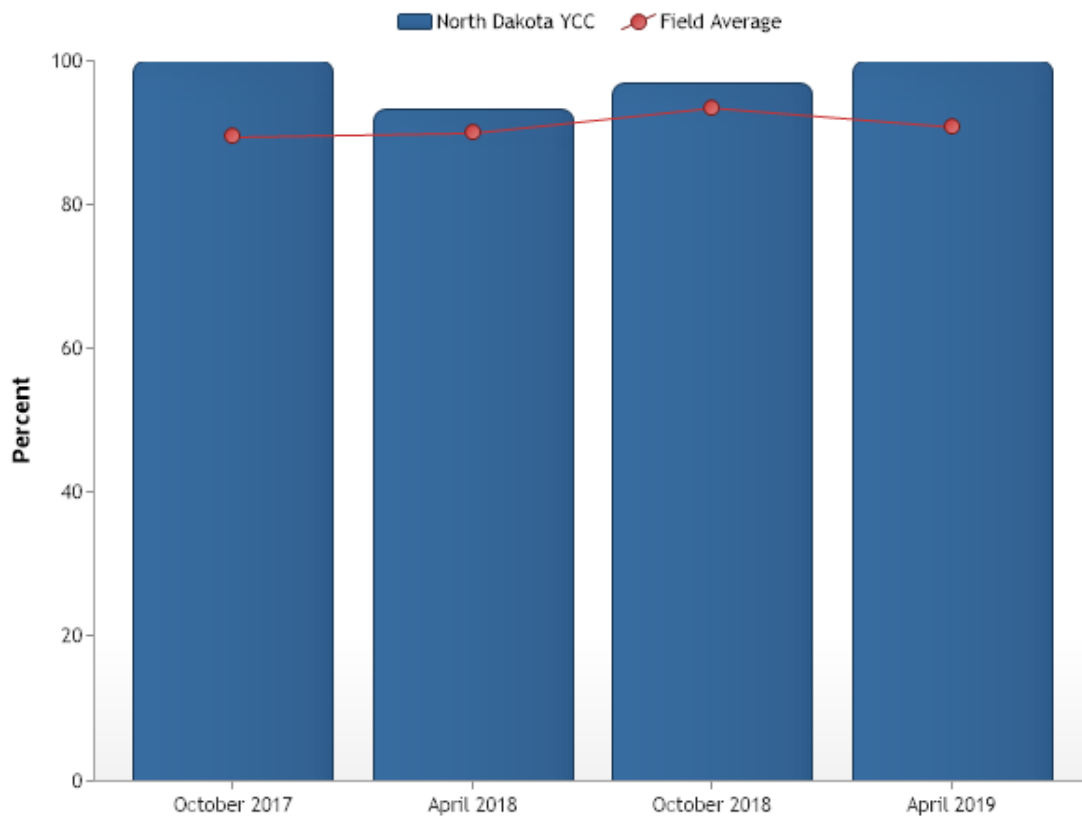


Juvenile Services

10 Year Recidivism Rate



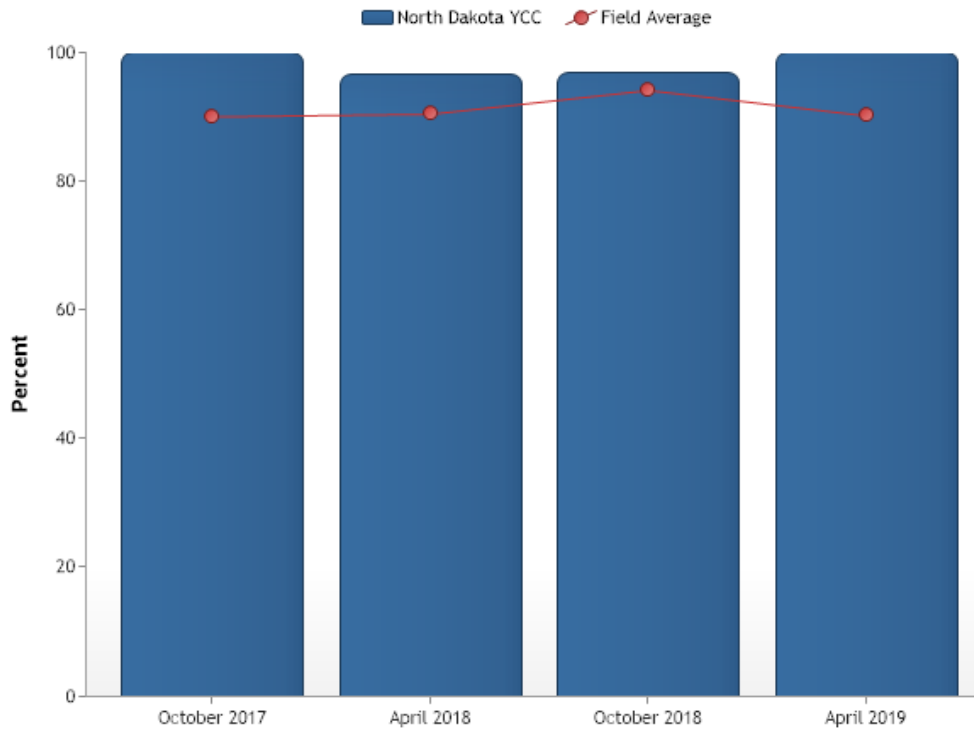
Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.



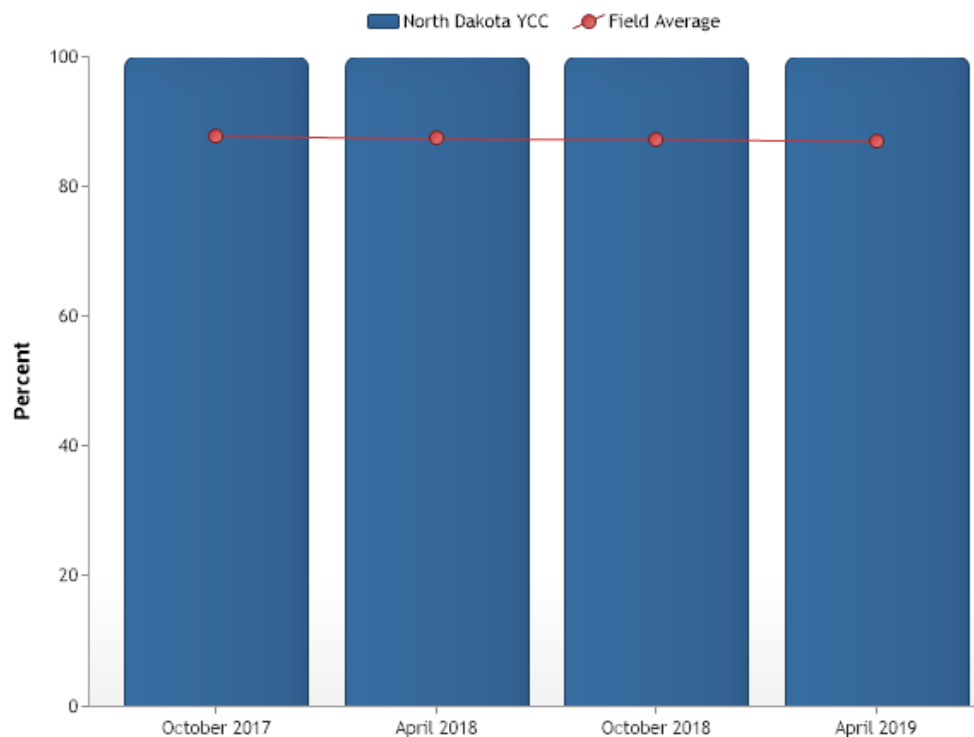
Juvenile Services

Performance-based Standards

Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.

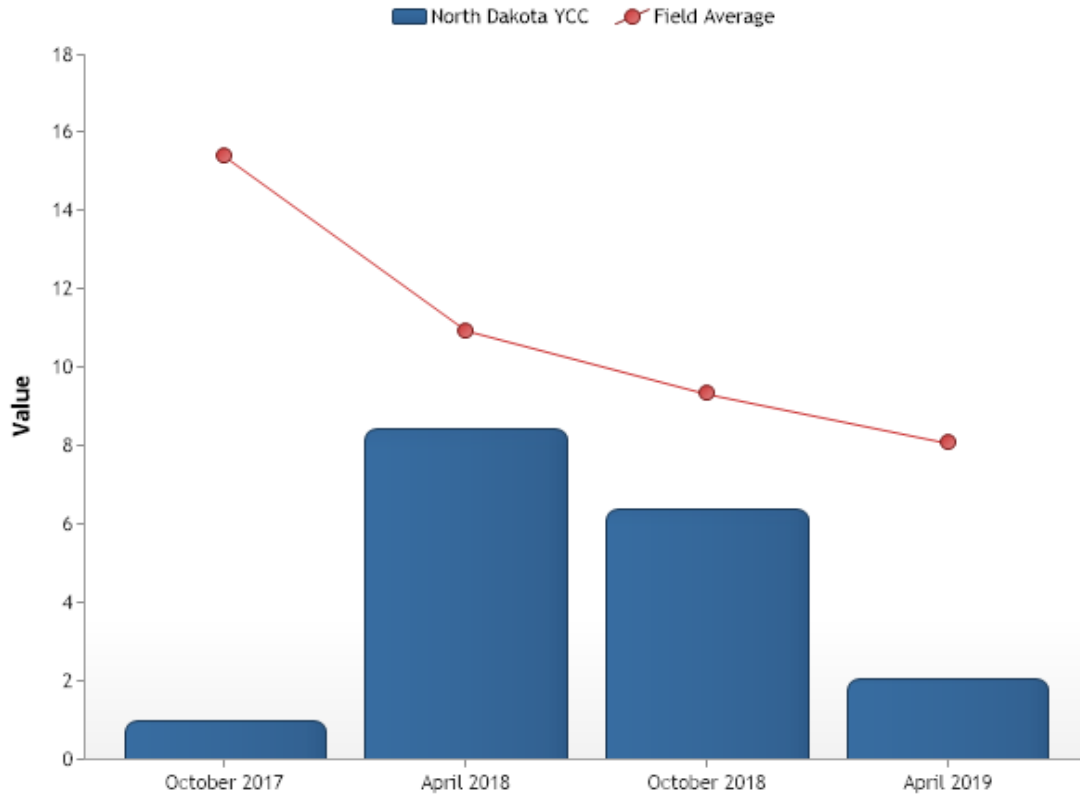


Percent of youths confined for more than 60 days whose records indicate they received the substance abuse treatment prescribed by their individual treatment plans.

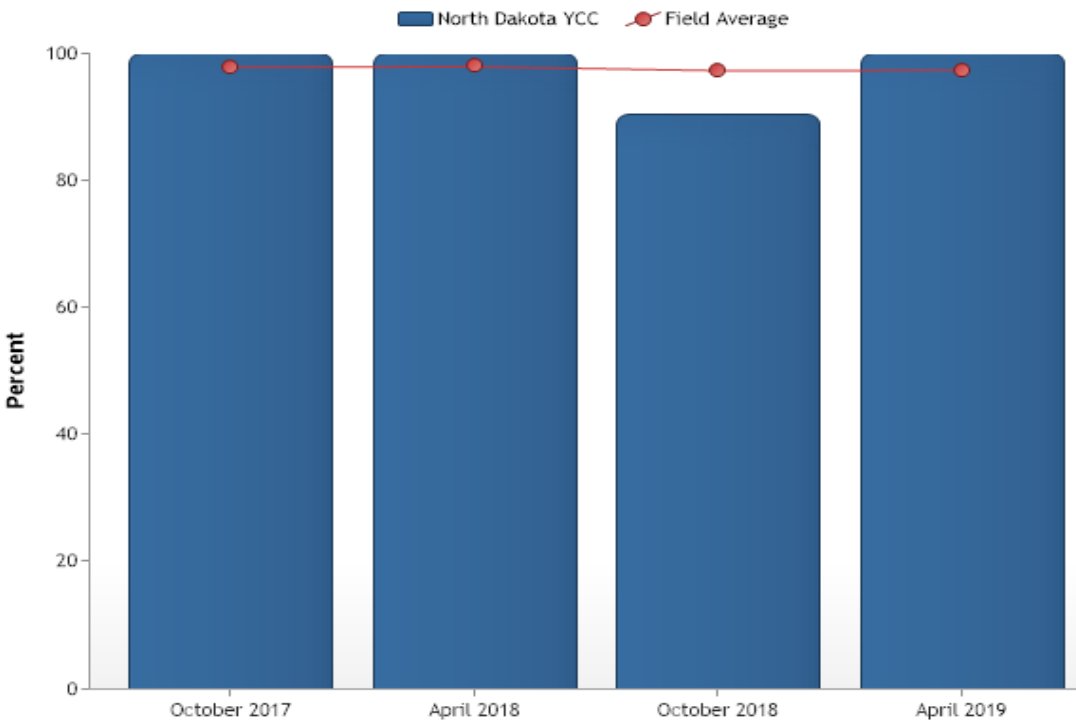


Juvenile Services

Average duration of isolation, room confinement, and segregation/special management in hours.



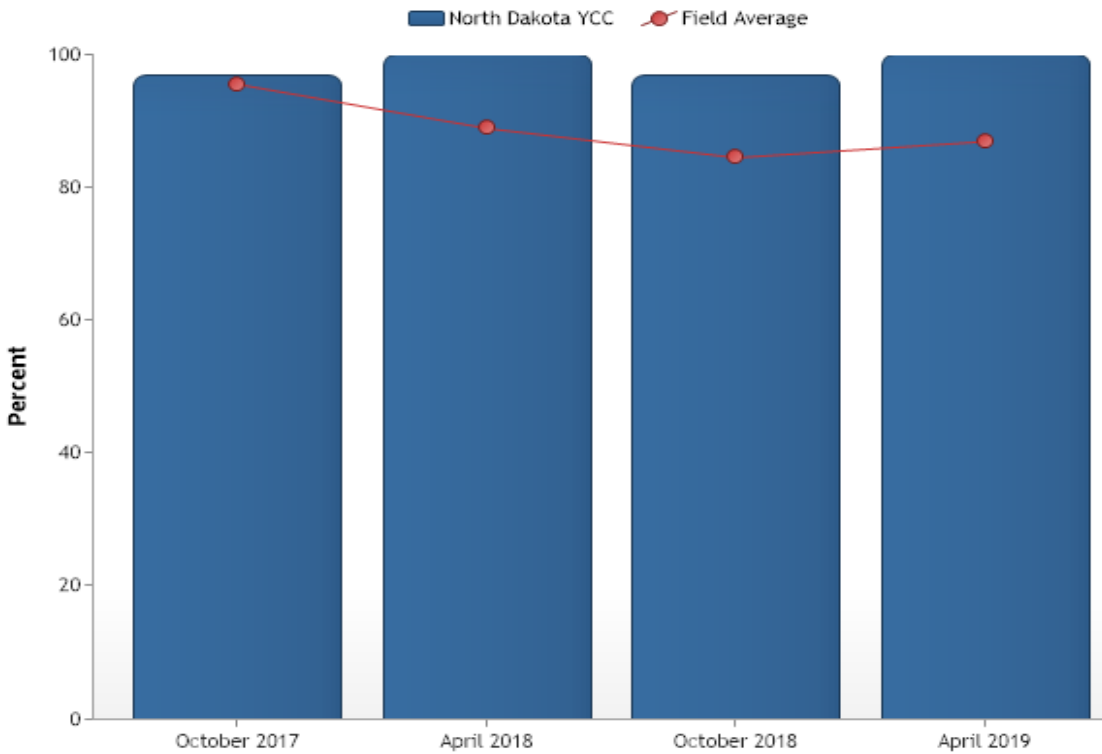
Percent of youths confined for more than 60 days whose records indicate that they received the educational programming prescribed by the individual treatment plans.



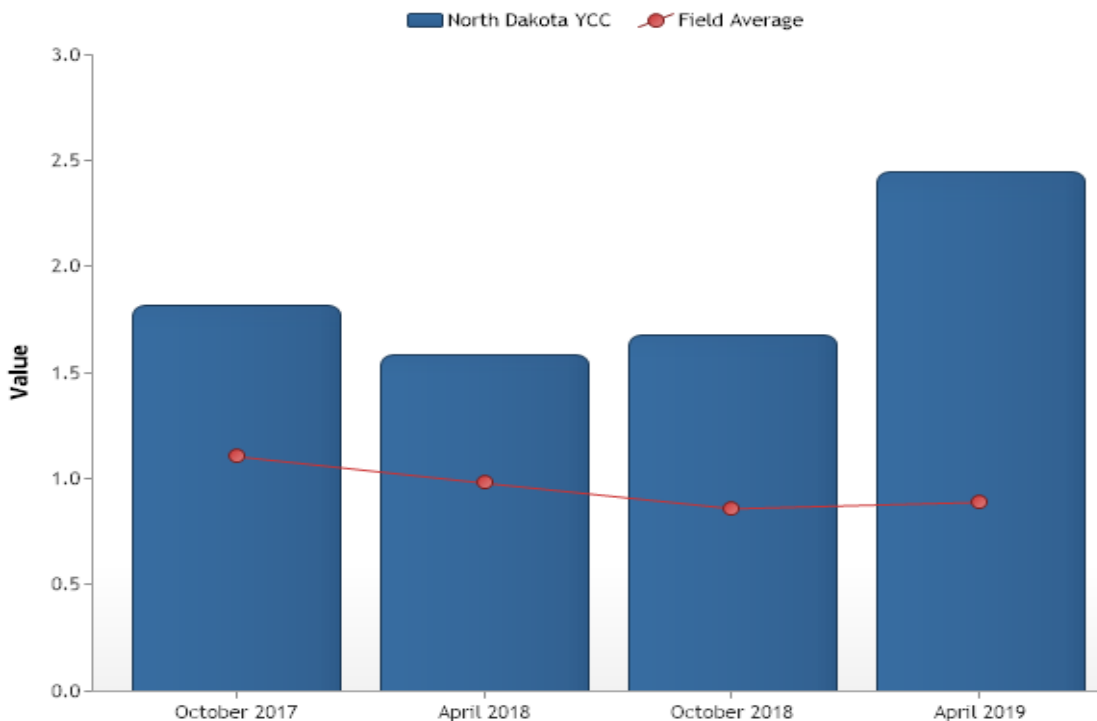
Juvenile Services

Performance-based Standards

Percent of youths confined for more than 30 days whose records include a written individual treatment plan, signed by youth and the responsible staff member.

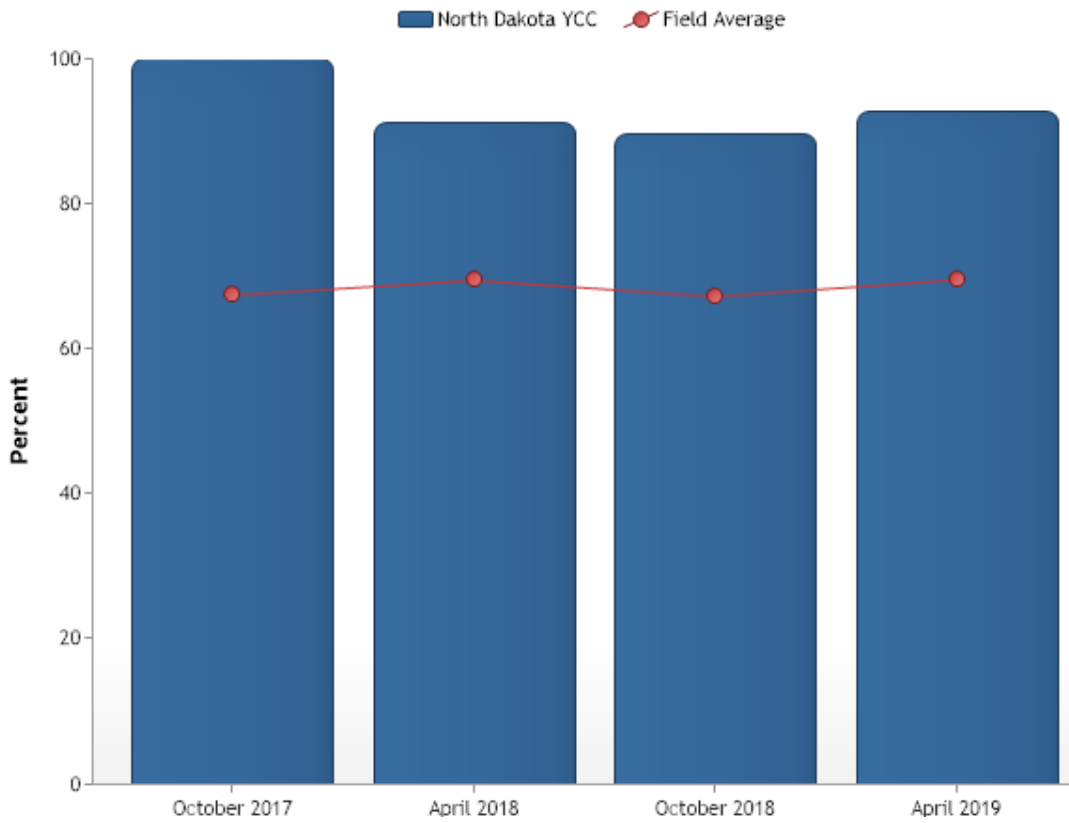


The number of community volunteers providing programming in the facility over the average daily population.

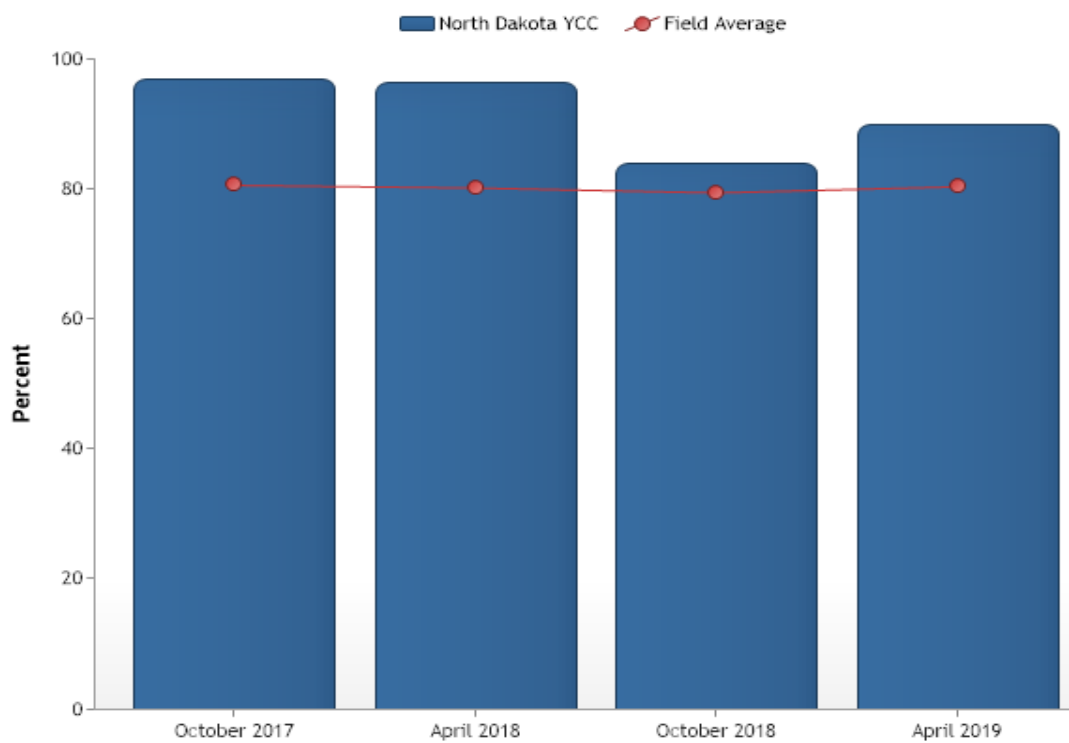


Juvenile Services

Percent of youths with contacts between parents/guardians and aftercare case manager.



Percent of youths who have been referred to community-based service(s).



Education

Scope

Mandatory Program Offerings	Career, Technical, & Preparation Offerings	Enrichment Offerings
GED Testing	Intro to Computers (Business and Office Technology)	TED Talks
Pre-Adult Basic Education and Adult Basic Education	Mindfulness and Yoga	Book Clubs
GED Academy, GED Flash, Lantern App	Independent Study Programs	Resident led music at graduation
Library Services	Career Readiness (resume writing, job seeking, etc.)	Science Experiments
Individual Academic Planning	Financial Literacy	Painting Projects Resident Led
Civics Literacy	Voc Rehab Partnership – Application Pre-Prep	Garden
English Learner Services- Assessments	Contracted Arts Services	Free Thought
Applied Math, English, Science, and Social Studies	Career Counseling (college apps, FAFSA, etc.)	Field Trips
Woodcock-Johnson IV (accommodation testing)	Project Based Learning	Visiting Room Events for Families
WAIS-IV (accommodation testing)	Post-Secondary Classes via Tablet or Correspondence	Creative Writing
Test of Adult Basic Education (TABE) Academic Assessment	Career/Job Fair	Tai Chi
Read Right	Reading is a Gift Program for Parents	Cottonwood Music Scholarship
Special Education (to those who qualify)	Heavy Equipment Simulation Training (Pending)	Facility Newsletter

Mandatory Program Offerings	Career, Technical, & Preparation Offerings
High School Diploma (to those who qualify)	Veteran's Council
GED Computer Literacy, Keyboarding	Employer Speakers and Mock Interview Experiences
Tutoring	First Aid Certification of Residents and CPR
Physical Education and Weight Training	Welding
	Construction Education
	Adventure Education (Mountain Biking, Hiking, Snow Shoeing, Nature Trail, National Archery in Schools Program)
	Driver's Education Simulation
	University of Mary College courses on site
	SketchUP (prerequisite for AutoCAD)
	Toastmasters/Gavel Club
	AutoCAD
	Automotive Technology
	Long Term Health Care Provider Training
	Music Education
	Agriculture Education
	Graphic Communication

Offered at all four facilities

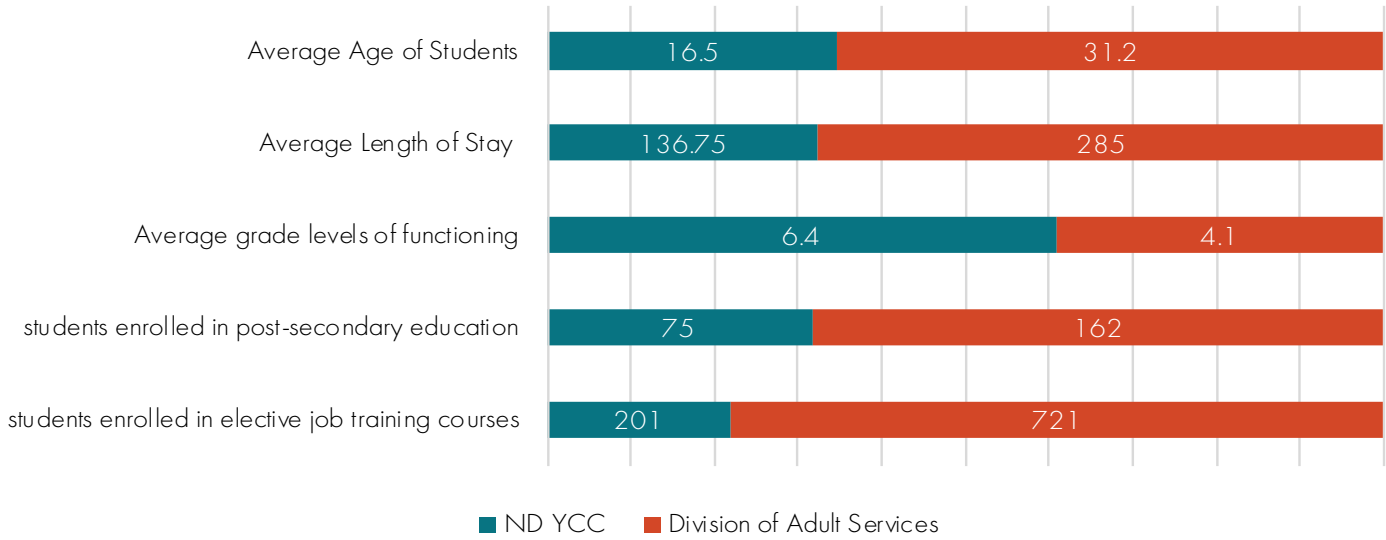
Offered at three facilities

Offered at two facilities

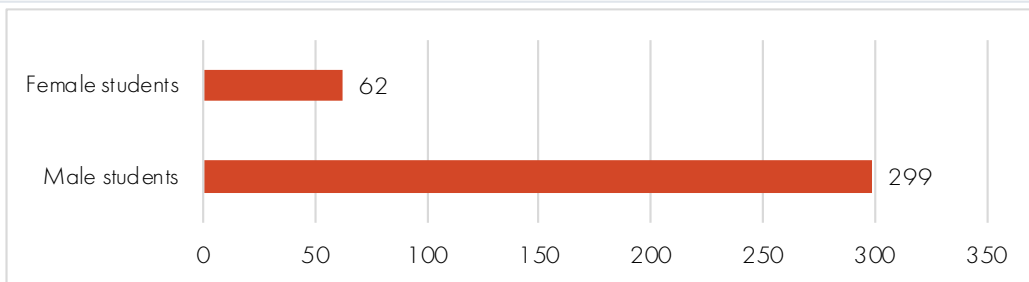
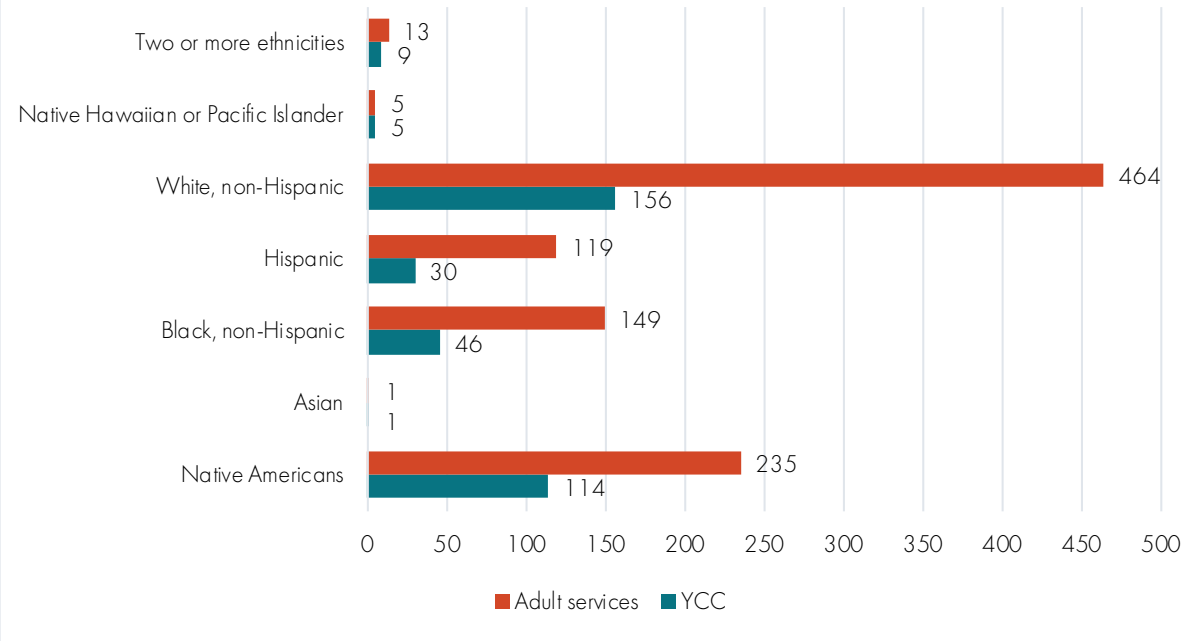
Offered at one facility

Statistics

Student Average

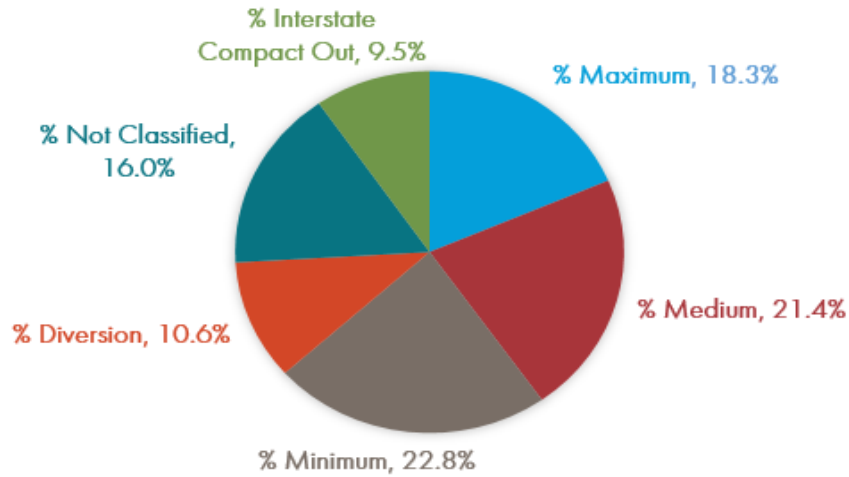


Student Breakdown

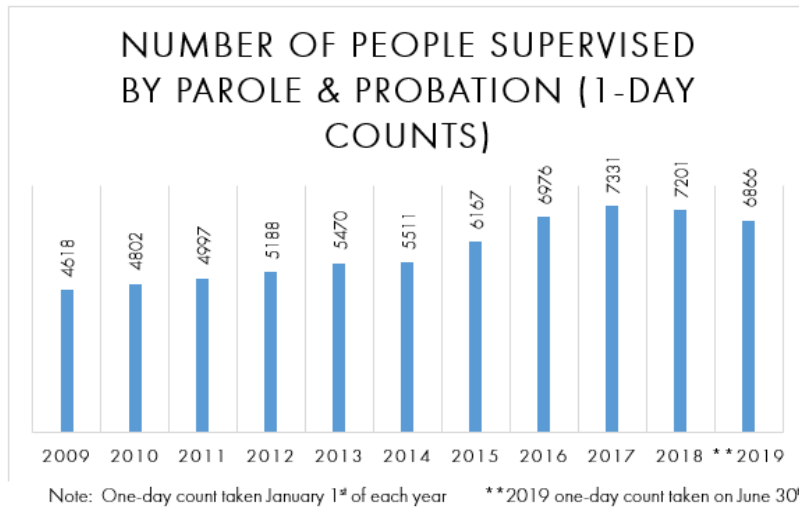


Parole and Probation

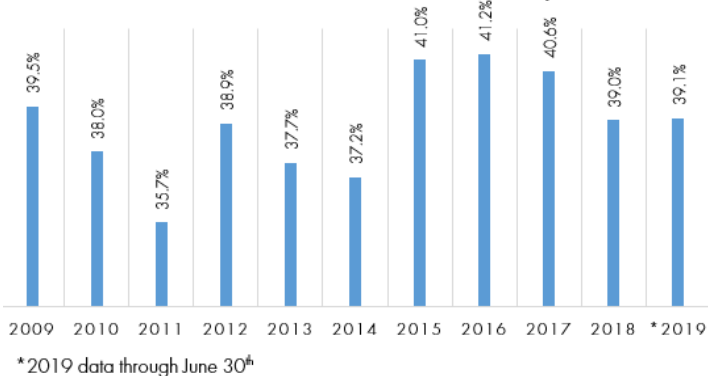
JUNE 2019 CASELOAD SUPERVISION LEVEL DISTRIBUTION



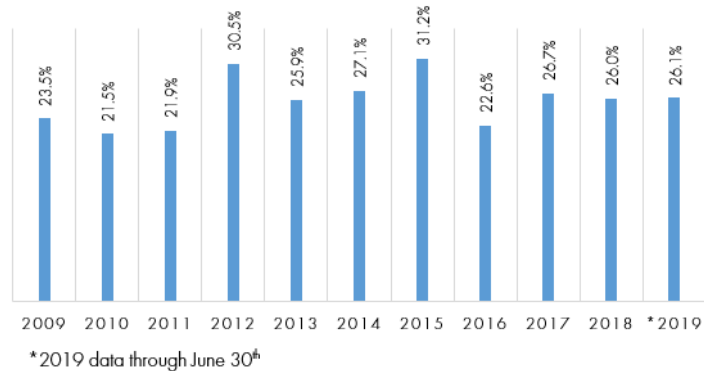
NUMBER OF PEOPLE SUPERVISED BY PAROLE & PROBATION (1-DAY COUNTS)



Probation Revocation Rate By Year (North Dakota Cases Only)



Parole Revocation Rate By Year (North Dakota Cases)



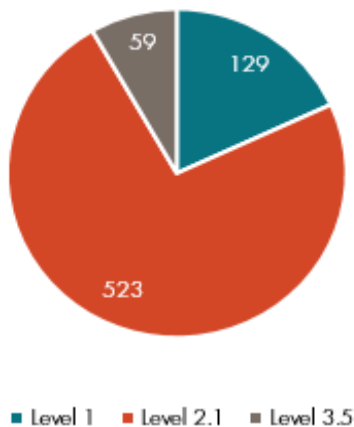
Behavior Health Services

Assessment and Referral Data

From January 2019 to September 2019, DOCR staff completed 788 substance use disorder assessments. Based on the results of those assessments, DOCR staff referred 85 percent of men entering DOCR prison facilities to participate in some type of treatment for a substance use disorder.

Seventy percent were referral to either Level 2.1 or 3.5.

Substance Use Treatment Referrals by Level



Program	% of Men Referred Upon Entry to Prison
Thinking for a Change	72%
New Pathways to Healthy Relationships	15%
Conflict Resolution Program	13%
Cognitive Behavioral Interventions for Sexual Offending	4%
Psychiatric Monitoring with Medications	20%
Mental Health Release and Integration	2%

Program Completion Data

The below tables show the number of men who completed each type of group intervention program in a DOCR prison facility from October 1, 2018 through September 30, 2019. Facility-specific data follows.

Program	Total Completions	NDSP	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	374	Cognitive Behavioral Interventions for Substance Abuse	189
Conflict Resolution Program	125	Conflict Resolution Program	76
New Pathways to Healthy Relationships	91	New Pathways to Healthy Relationships	34
Sex Offender Treatment Program	33	Sex Offender Treatment Program	6
Thinking for a Change	419	Thinking for a Change	204
Overall Total	1,042	Overall Total	509

Behavior Health Services

JRCC	Total Completions	MRCC	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	141	Cognitive Behavioral Interventions for Substance Abuse	44
Conflict Resolution Program	34	Conflict Resolution Program	15
New Pathways to Healthy Relationships	36	New Pathways to Healthy Relationships	21
Sex Offender Treatment Program	27	Sex Offender Treatment Program	Not Offered
Thinking for a Change	161	Thinking for a Change	54
Overall Total	399	Overall Total	134

The following tables show the number of men who completed each type of group within residential re-entry centers from October 1, 2018 through September 30, 2019.

Bismarck Transition Center	Total Completions	Centre, Grand Forks	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	52	Cognitive Behavioral Interventions for Substance Abuse	19
Thinking for a Change	21	Thinking for a Change	11
Overall Total	73	Overall Total	30

Centre, Fargo Male Transition Program	Total Completions	Centre, Mandan Male Transition Program	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	32	Cognitive Behavioral Interventions for Substance Abuse	4
Cognitive Behavioral Interventions for Substance Abuse - Aftercare	13	Cognitive Behavioral Interventions for Substance Abuse - Aftercare	1
Thinking for a Change	39	Thinking for a Change	4
Overall Total	84	Overall Total	9

Tompkins Rehabilitation & Correctional Center	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	188
New Pathways to Healthy Relationships	17
Thinking for a Change	115
Overall Total	320

Behavior Health Services

Program Completion Data

The following tables show the number of women in prison or transitioning from prison who completed each type of group across facilities (including residential re-entry centers) from October 1, 2018 through September 30, 2019.

Dakota Women's Correctional Rehabilitative Center	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	27
Parenting Class (provided by outside organization)	22
Sex Offender Treatment Program	2
Thinking for a Change	1
Overall Total	52

Centre, Fargo Female Transition Program	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	24
Cognitive Behavioral Interventions for Substance Abuse - Aftercare	9
Thinking for a Change	30
Overall Total	63

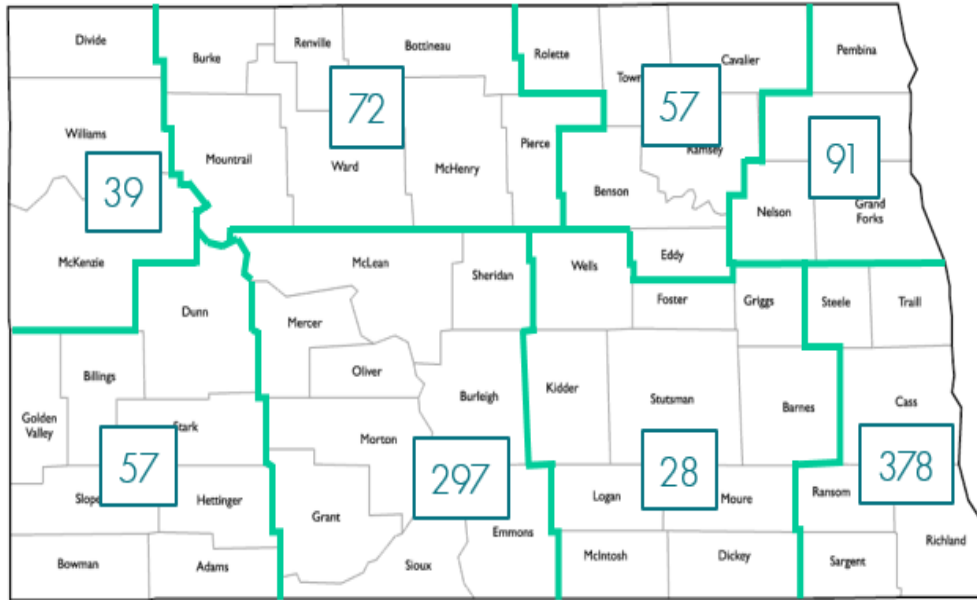
Centre, Mandan Female Transition Center	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	14
Cognitive Behavioral Interventions for Substance Abuse - Aftercare	3
Overall Total	17

Tompkins Rehabilitation and Correctional Center	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	86
Thinking for a Change	95
Overall Total	181

Bismarck Transition Center	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	42
Overall Total	42

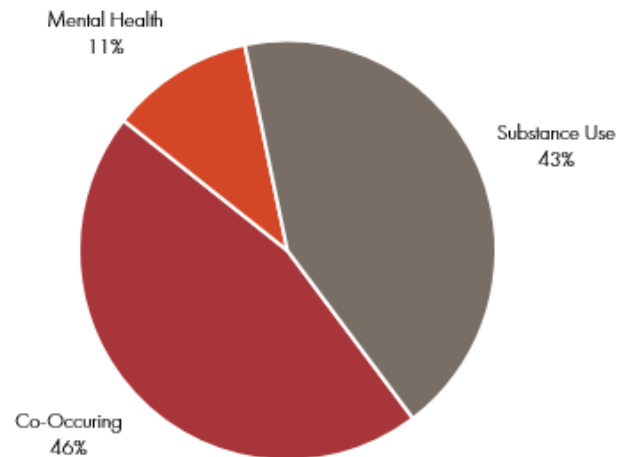
Behavior Health Services

FTR Participants by Region

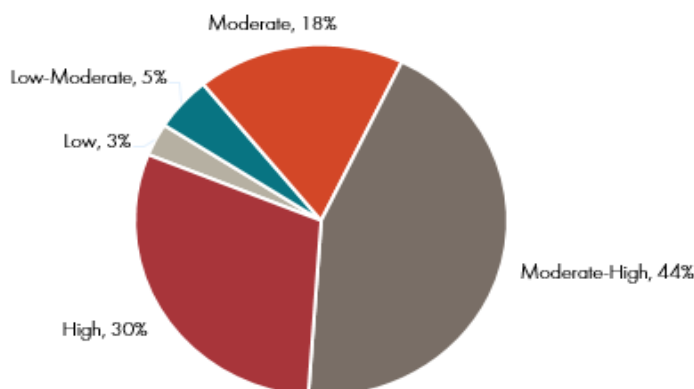


FTR Admissions by Behavioral Health Need

FTR serves people with a variety of behavioral health needs, including substance use disorder, mental illness, and co-occurring substance use/mental health disorders. Of the 1,019 participants in FTR, 468 of them have co-occurring disorders.



Risk Levels of Referrals

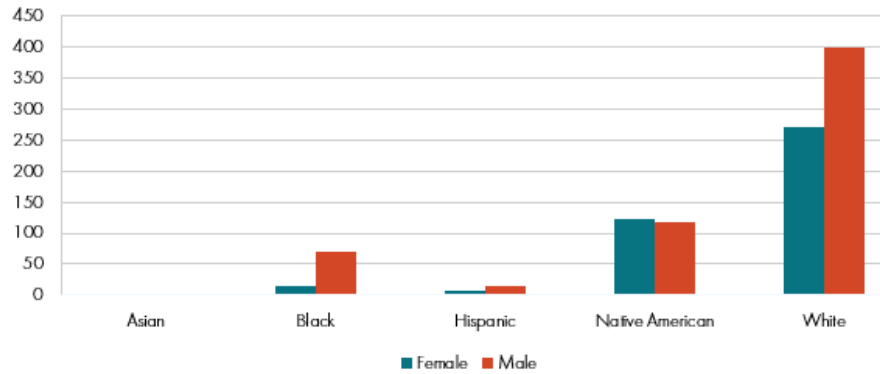


Most participants in Free Through Recovery display moderate to high risk for future criminal behavior.

Behavior Health Services

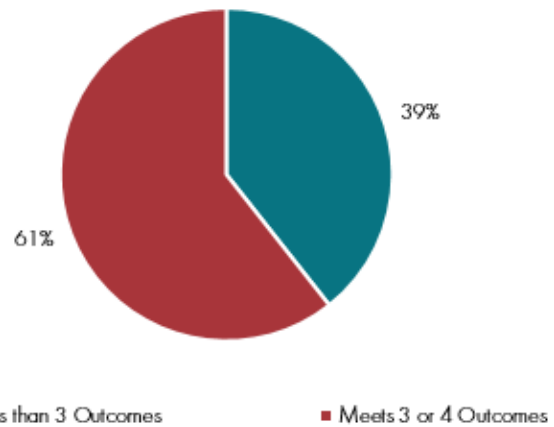
White men make up the largest percentage of FTR participants, followed by White women. Native American females represent slightly more participants (96) than Native American males (94).

Referrals by Race and Gender

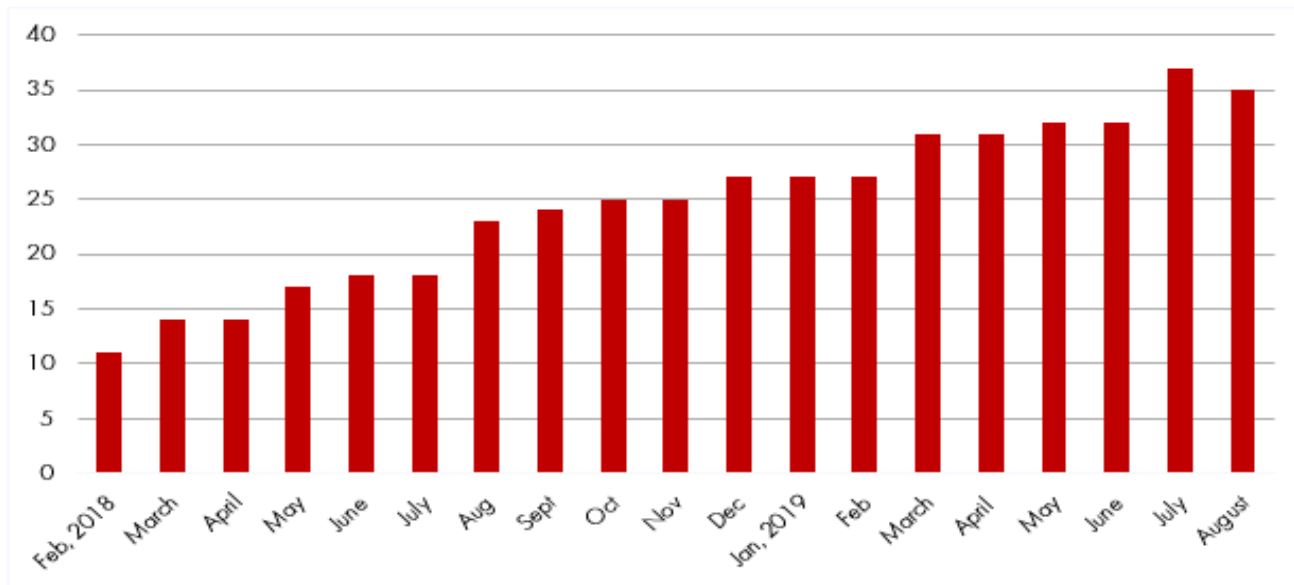


Overall Outcomes

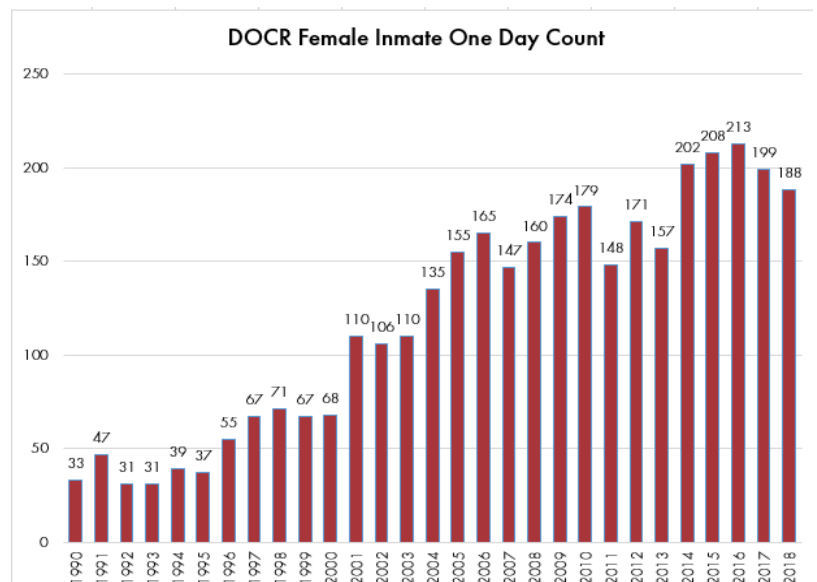
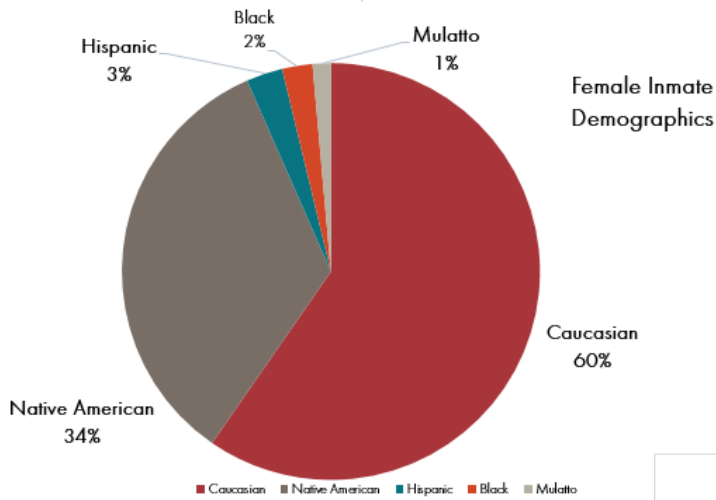
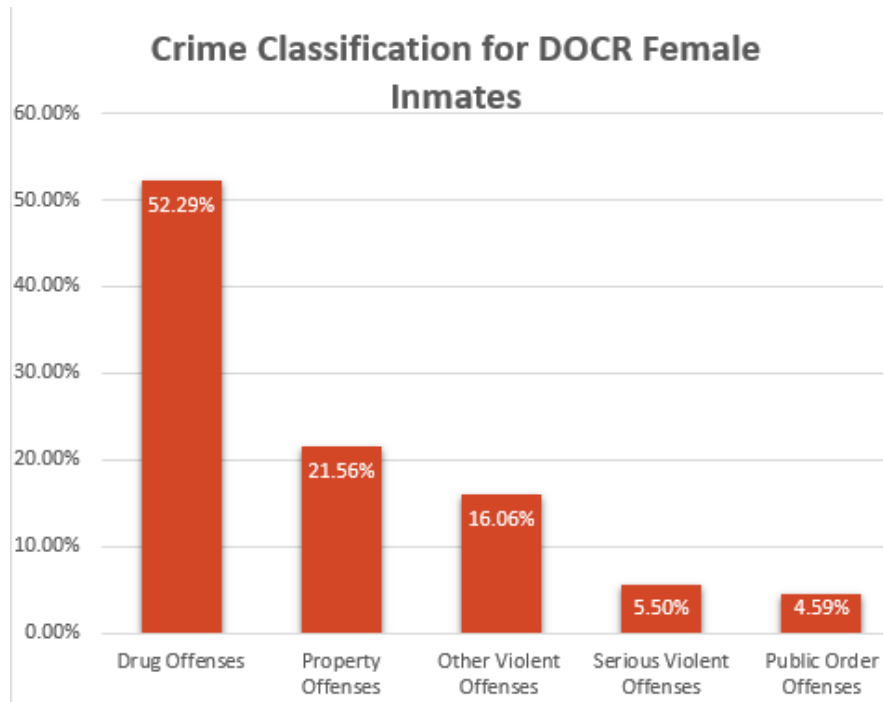
Overall, from March 2018 through August 2019, 61 percent of participants met three of the four outcome measures.



Various community agencies and organizations comprise the FTR providers. As of February 2018, there were 11 total providers. This number has grown and there are currently 35 FTR providers located across the state.

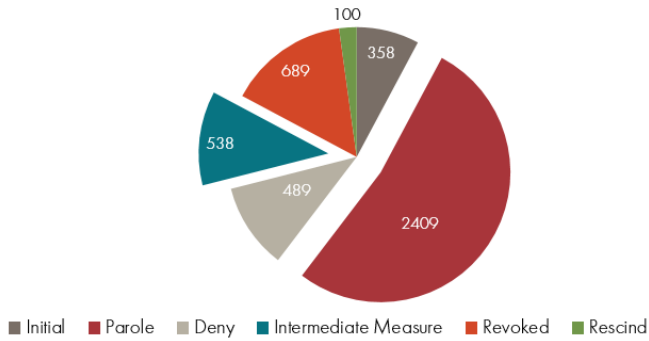


Women Services

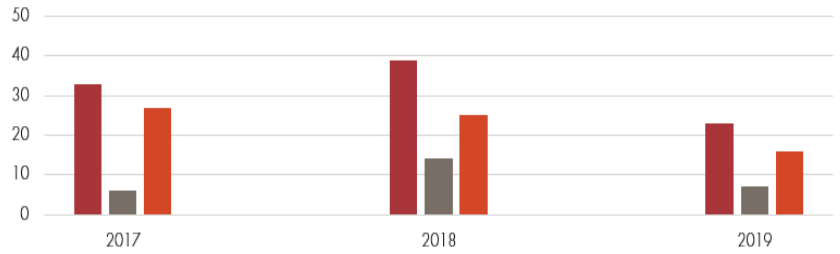


Transitional Planning Services

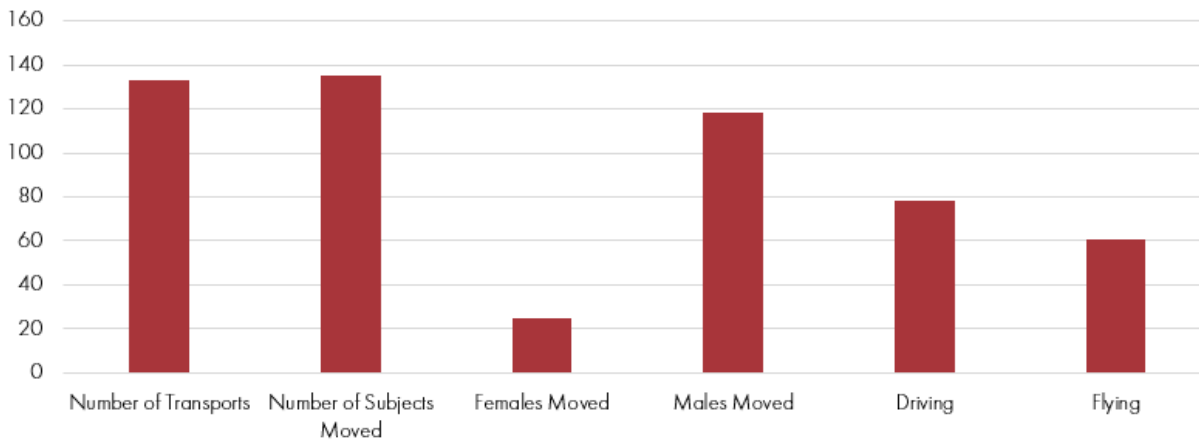
Parole Board Actions 2017- 2019



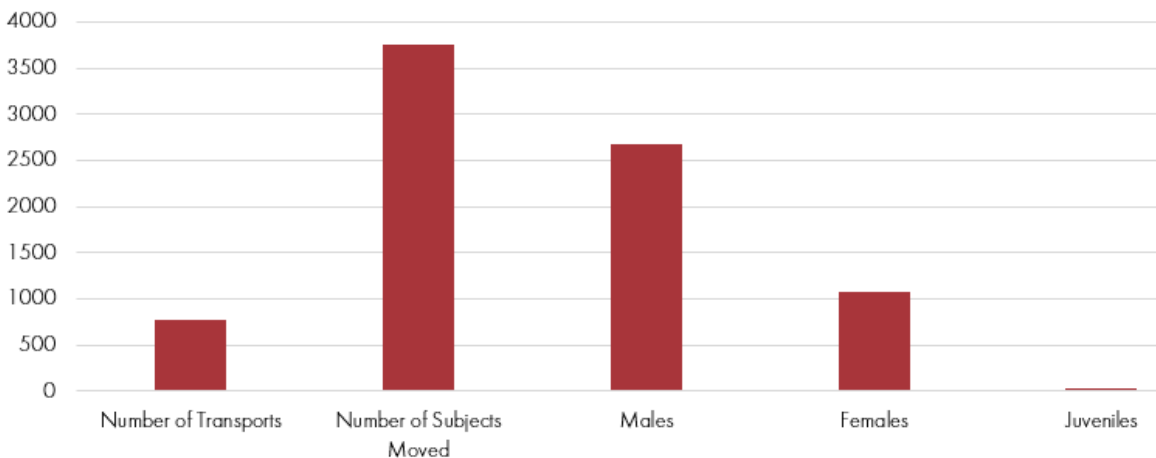
Pardon Actions 2017-2019 Biennium



Transitional Planning Moves (Out of State)

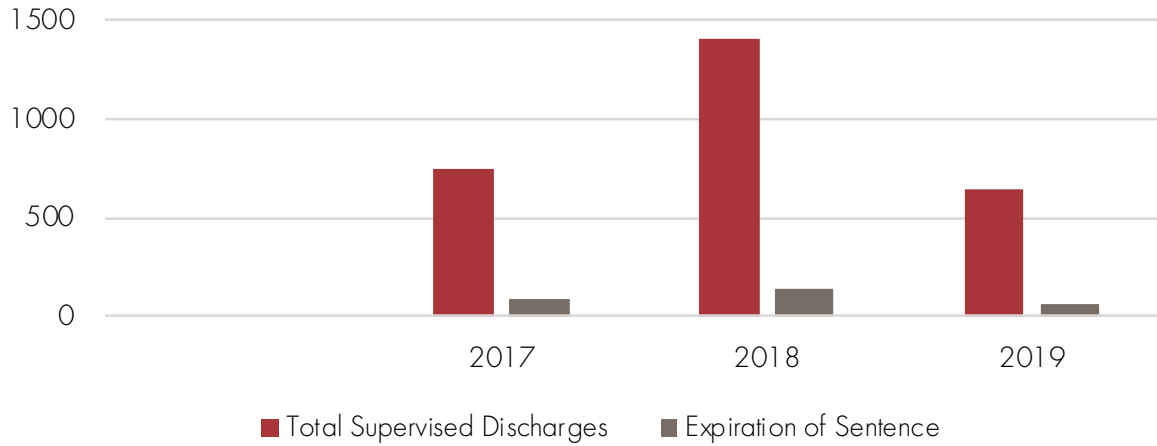


Transitional Planning Moves (In State)

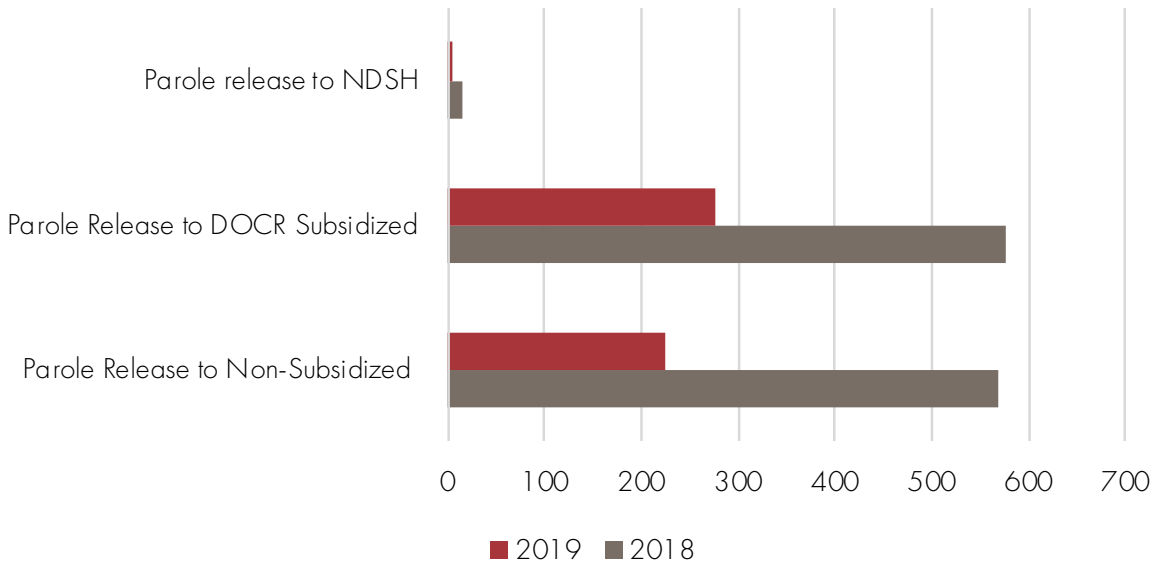


Transitional Planning Services

DISCHARGES PROCESSED BY TPS

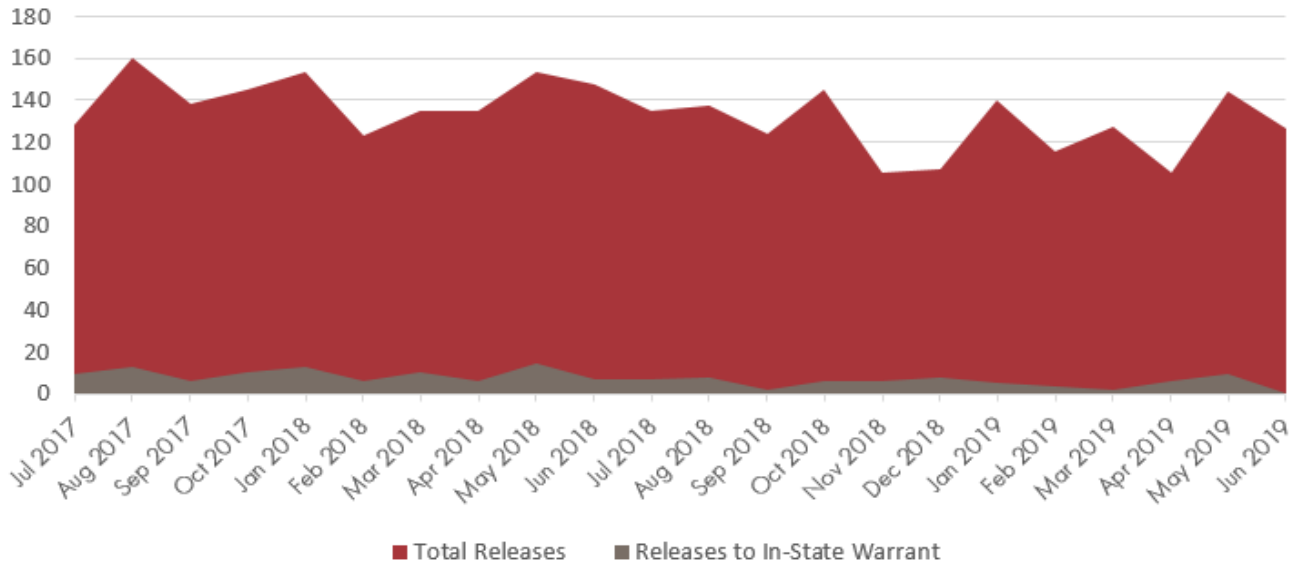


PAROLE RELEASE PLACEMENTS



Transitional Planning Services

2017-2019 Biennial Releases: In-State Warrants



STEP PARTICIPANTS PER BIENNIAL YEAR

