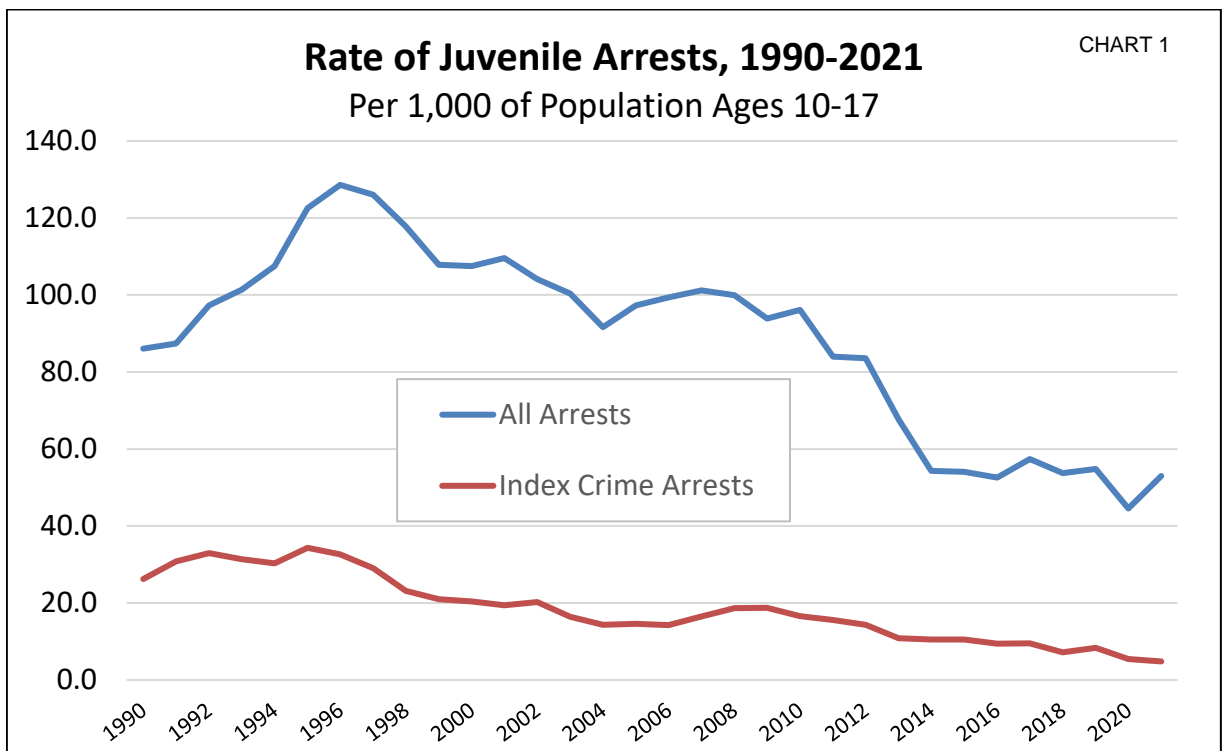


**HOUSE APPROPRIATIONS COMMITTEE
REPRESENTATIVE JON NELSON, CHAIR
JANUARY 11, 2023**

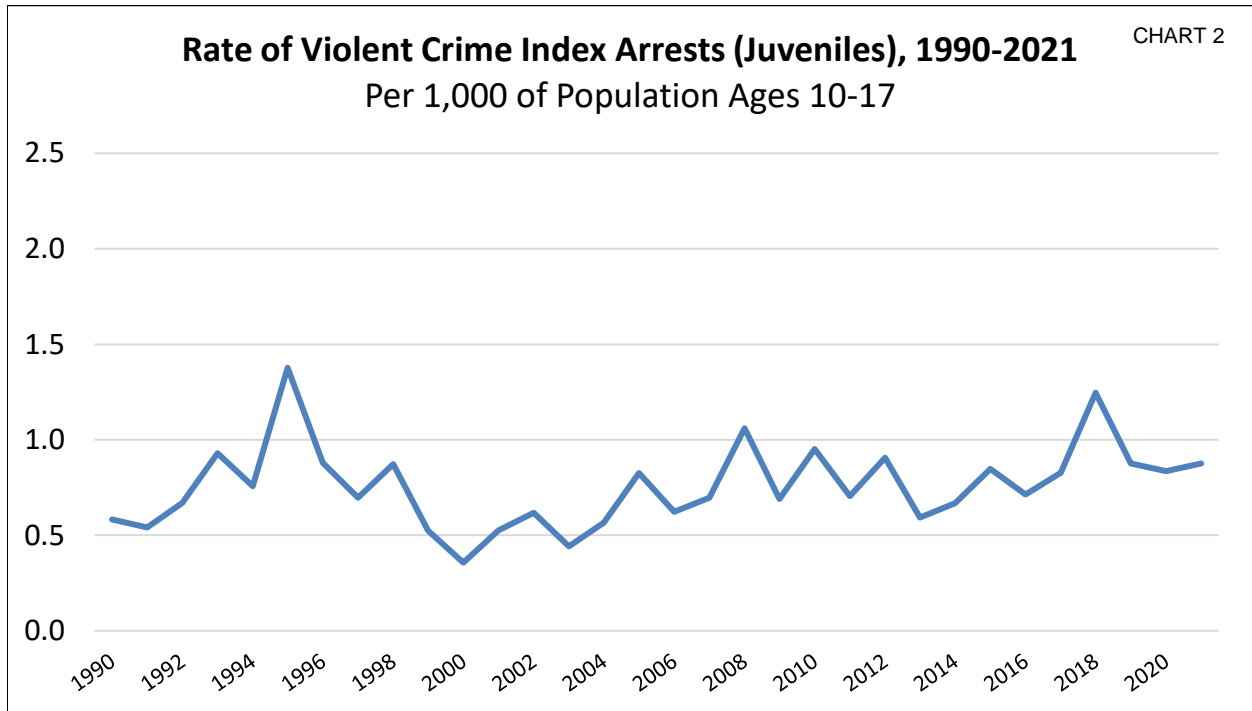
**NORTH DAKOTA DEPARTMENT OF CORRECTIONS AND REHABILITATION
LISA BJERGAARD, DIRECTOR, DIVISION OF JUVENILE SERVICES
PRESENTING TESTIMONY IN SUPPORT OF HOUSE BILL 1015**

Chairman Nelson and members of the Appropriations Committee, my name is Lisa Bjergaard, and I am the Director of the Division of Juvenile Services (DJS) for the North Dakota Department of Corrections and Rehabilitation. I am here to testify on behalf of the department in support of House Bill 1015.

Context is always an important element of creating understanding. In order to understand the current juvenile corrections environment, a look-back at historical data will be helpful.

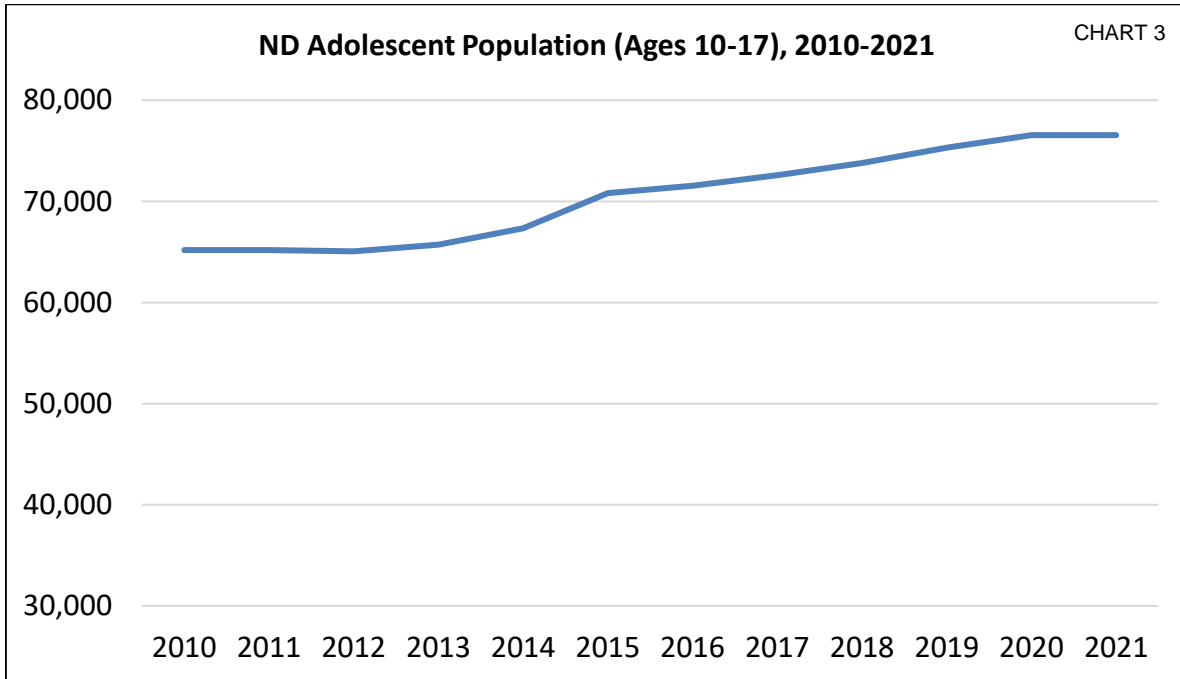


Index Crimes fall into two categories, violent person and property crimes. Violent person crimes include murder/non-negligent homicide, forcible rape, robbery and aggravated assault. Property crimes include burglary, larceny and motor vehicle theft.



This chart shows the detail of violent index arrests over the same time period, 1990 through 2021. It is important here to emphasize the numbers on y-axis (the left side) of this graph. Over the past 33 years, you can see that the rate of youth arrested for violent person crimes has remained constant, between .5 and less than 1.5 per thousand youth.

Although the rate has remained constant, the number of youth in the age group 10-17 has changed over time. As the number of youth changes, the number of youth arrested for violent person crimes should go up and down, assuming that the **rate** of violent behavior will remain relatively consistent.



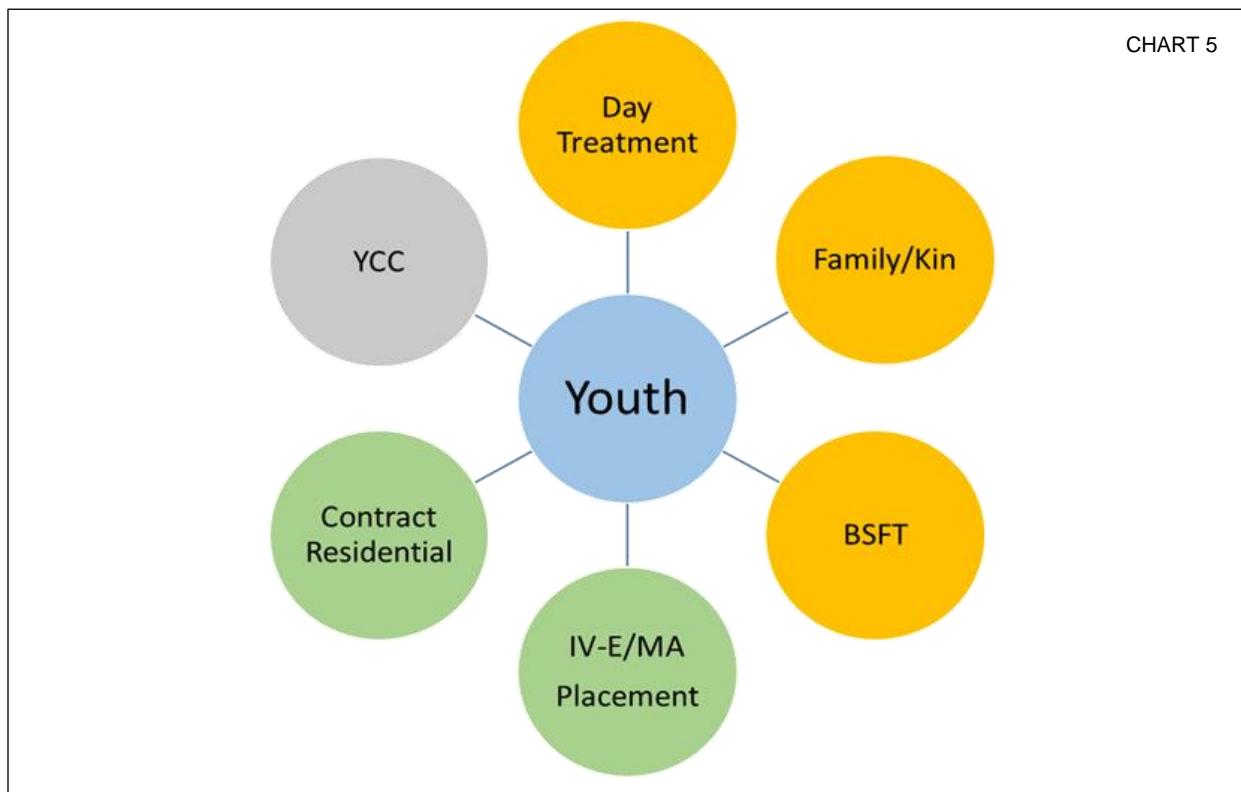
The violent index crime group are youth who represent a threat to public safety. These high-risk youth are the most likely to require a period of secure confinement over the course of their adolescence.

In addition to this cohort, there are other youth who find their way into the youth corrections system. These youth, although they may not pose a direct threat to public safety, represent a section of the population of youth with significant and chronic social problems. These youth pose a lower risk to public safety, but they tend to have high needs that have not been met through traditional services. This includes substance abuse, behaviors related to trauma, family instability, problems in school, trouble with impulsivity and poor decision making, and significant delays in social skills.

DJS Custodial Youth CHART 4

79% have mental health issues	72% have substance abuse issues	85% have family instability issues	74% have academic problems	99% have criminogenic risk factors	96% have issues with cognitive reasoning	85% lack adequate social skills
--	--	---	---	---	---	--

This cohort of youth present with complex and challenging cases. All youth newly committed to DJS custody first undergo an assessment and case planning phase. Services are matched to needs, and a level of care determination is made. Generally speaking, the level of care determination might include placement at home (or with kin), a foster care setting, or a residential setting. Secure correctional placement is reserved for those youth who pose an imminent risk to public safety.



Science has long told us that the three most salient factors in developing healthy adolescent psychology are: the presence of positive peers, the involvement of positive adults, and the opportunity for prosocial activities. Building on that knowledge, we recognize that when any youth or child is removed from their home, whatever positive attachments and activities present in their lives is disrupted.

Therefore, we remain committed to delivering interventions in the normative environments of home and school. Two time-tested programs have the backbone of community based DJS services for over 30 years: intensive in-home family therapy and school-based Day Treatment. These interventions include precisely the strategies that research now identifies as most effective.

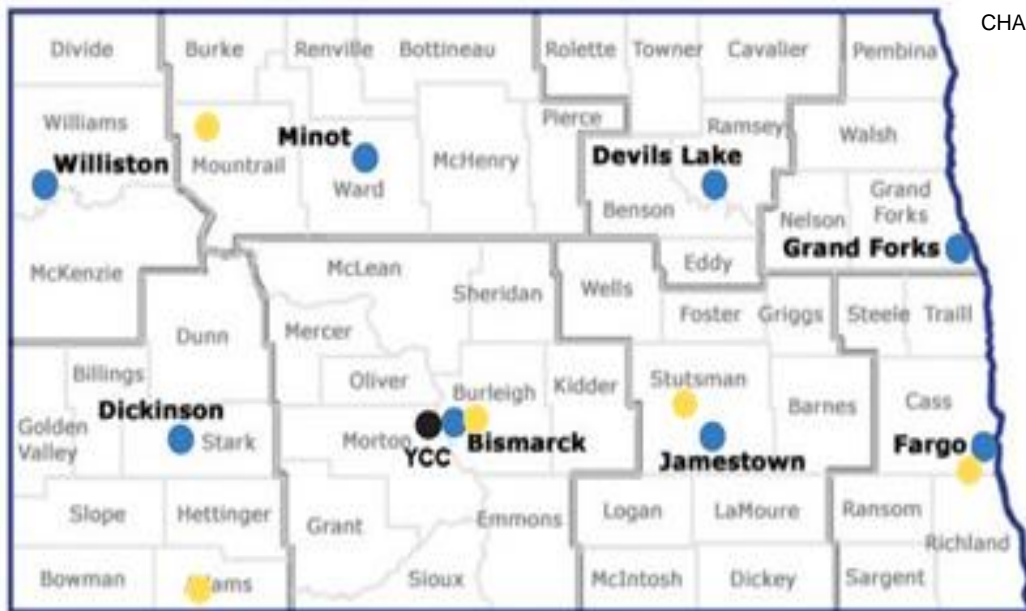
Community Based Placement

Day Treatment:

The core treatment team for the program is comprised of a: (1) teacher; (2) social worker; and (3) paraprofessional. All staff need to be full time and not assigned to other duties in the school district. Class size is to be 8 to 15 youth per unit.

Chart 6 (Day Treatment Overview)

Brief Strategic Family Therapy (BSFT):



Brief Strategic Family Therapy® (BSFT®), an evidenced-based, family-focused intervention that treats the family system as a whole and is designed to:

- Prevent, reduce, and/or treat youth behavior problems.
- Improve family functioning, including effective parental leadership and involvement with the youth. (Improve youth's behavior by improving family relationships.)

The BSFT® Program targets children and adolescents between the ages of 6 and 17 who are displaying or are at risk for developing behavior problems, including substance abuse, conduct problems and delinquency. The BSFT® Program has been implemented as a prevention, early intervention and intervention strategy for delinquent and substance-abusing adolescents.

Residential Placement

Sometimes, a period of placement outside of the home becomes necessary. Examples include the period of initial assessment, a period of particularly intense parent child conflict, a youth whose behavior requires more supervision than a home can provide, or youth who require a foster parenting setting.

IV-E and MA reimbursed placements:

These placements include PATH treatment foster care, Dakota Boys and Girls Ranch, Home on the Range, Eckert Youth Home, and Luther Hall. These settings are licensed by DHHS, and are funded with a combination of federal and state dollars. DJS

historically relied heavily on access to these beds, but changes in federal guidelines have now restricted access.

Proposed Contract Housing:

Even though access to the funding stream has changed, the needs of the youth have not. This critical funding will allow DJS to contract for residential placement services for a limited number of youth, to meet a variety of placement needs.

Youth Correctional Center (YCC) and Juvenile Pre-trial Detention

Secure care is reserved for only those youth who pose a substantial risk to public safety. An average census is around 25 youth on any given day, and in the first year of the biennium YCC served 100 unique youth. Youth are required to attend school. Depending on their specific needs, youth also attend substance use disorder treatment, group-based cognitive interventions, anger replacement training, individual therapy, spiritual life activities, and recreation in a highly structured and regimented environment.

In addition to providing secure care for youth committed to DJS, the YCC provides detention services for Burleigh and Morton Counties, in addition to other counties in the southwest region of North Dakota. During the first year of the biennium, 115 youth were securely detained.

Additional Activities

Interstate Compact: During the first year of the biennium, 282 Interstate Compact for Juveniles transactions were completed.

Young Adult Parole and Probation Project: A few DJS case management staff have completed Parole and Probation and are now able to act as probation officers for young adults aged 18-24. To date, 127 adult cases have been supervised by DJS staff, with 72 of those cases currently active. 2 of the young men reside in the Restoring Promise unit at NDSP.

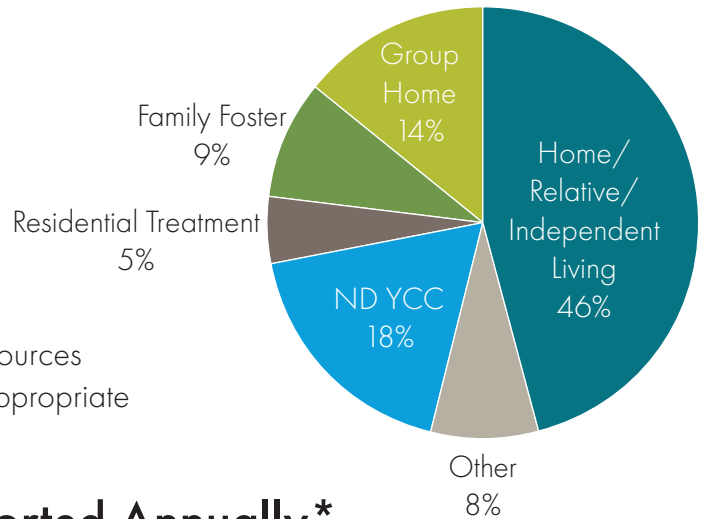
Thank you for your time and consideration. I am always grateful for the opportunity to share with you the activities and operations of the youth-serving division of the Department of Corrections.

DIVISION OF JUVENILE SERVICES

During the first year of this biennium, more than **800** individual youth received supervision and services.

Currently, **82%** of youth are served in a level of care other than the Youth Correctional Center (YCC).

An analysis of risk and need guides distribution of resources and services. Following a thorough assessment, the appropriate placement setting is determined.



861 Youth & Young Adults Supported Annually*

Agency Custodial Services

- 177 Committed Youth

Community Therapeutic Services

- 131 Day Treatment
- 48 Brief Strategic Family Therapy*
- 160 Family Members Impacted by Service*

*Data reflects July 1, 2021 - June 30, 2022

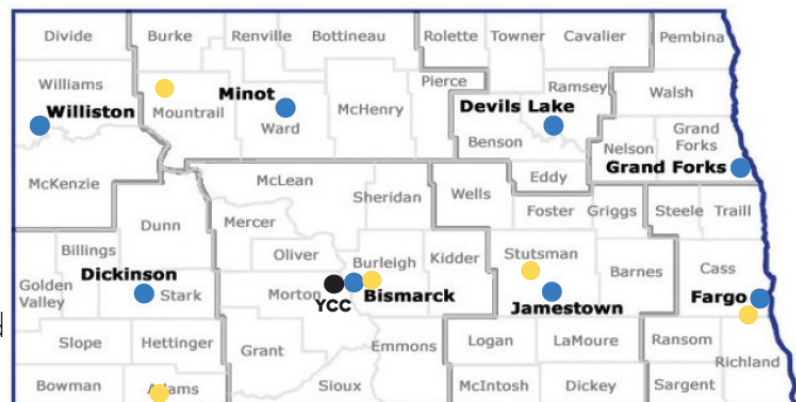
- The Division of Juvenile Services operates eight regional offices and one Youth Correctional Center.
- Brief Strategic Family Therapy (BSFT) was added in 2021 to Fargo, Pingree, Bismarck, Stanley, and Hettinger

Non-Custodial Services (YCC)

- 115 Detention Placements

Interstate Compact

- 282 Compact Transactions



ADMINISTRATIVE SERVICES

Administrative Services provides administration for the Interstate Compact for Adult Offenders, the Crime Victims Compensation (CVC), the Federal Victim of Crime Act (VOCA) and State Crime Victim Assistance (CVA) grants, and provides management of the DOCR's Case Planning Committee. Administrative Services is a progressive work unit that implements projects that promote effective decision and efficiencies.

PROGRAM HIGHLIGHTS

Interstate Compact (IC): IC creates unique challenges for managing individuals on IC supervision. As a result, ND IC's office works diligently with partner agencies at the county and state level to reach agreements that help clients remain in the best suited, stable environment. The IC office works as one, and implements mindful practices to better serve our clients while maintaining community safety.

CVC: Application processing is more timely and accurate as victims are now able to apply on-line for benefits. A Strategic Plan & Marketing Plan was initiated to help generate more awareness of the program.

VOCA: A federally mandated match waiver process was implemented for subrecipients as well as a background check requirement for agencies having contact with minors.

CVC & Grants	FY 20/21	FY 21/22	Interstate Compact
Number of applications for Crime Victim's Compensation	464	511	Avg. monthly incoming (to ND) case load 2021: 498 2022: 467
Average amount paid to victims per case	\$699	\$868	Avg. monthly outgoing (to ND) case load 2021: 921 2022: 901
Number of Federal VOCA pass through grants	57	57	
Average Federal VOCA grant sub-award	\$97,822	\$103,020	

TRANSITIONAL PLANNING SERVICES

Transitional Planning Services (TPS) provides administrative support for Parole Board and the Pardon Advisory Board, develops Sentencing Reports based on Levels of Service Inventory-Revised, handles male classification, prison discharge coordination, mental health release and integration planning, and victim services, is the central coordination of all resident transportation, and provides legal records. TPS has been able to provide support planning for implementation of revised or new correctional programs, policies, and services and has effective and consistent management of parole and probation violations.

- Completed approximately **1,100** sentencing reports
- Conducted over **1,101** initial classifications and development of case plans
- Coordinate discharge of over **1,800** residents
- Prepared over **1,983** cases for action by the Parole Board and execute the board's actions
- Approximately **9** out of **10** residents discharged receive some transition services through a transitional facility or parole and probation supervision. Over **950** parole plans were sent out to parole officers for investigation.
- Assisted in developing interventions for over **1,900** instances where people committed violations of parole or probation
- Transported over **2,200** residents annually throughout ND and the United States
- The North Dakota Parole Board is paroling approximately **80%** of the cases reviewed by the board. Parolees are successfully completing their period of parole supervision at a rate of approximately **76%**.

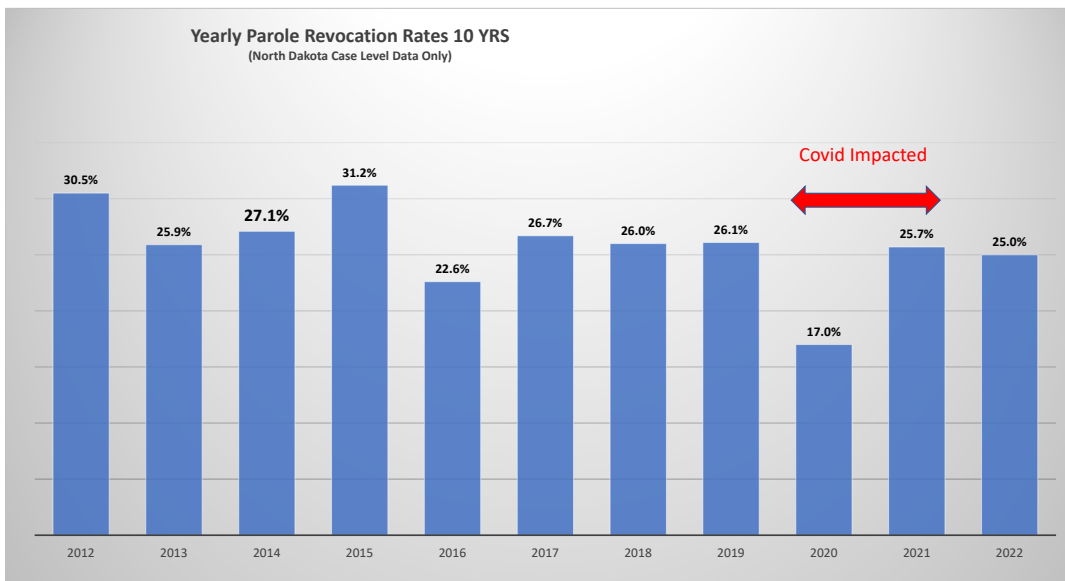
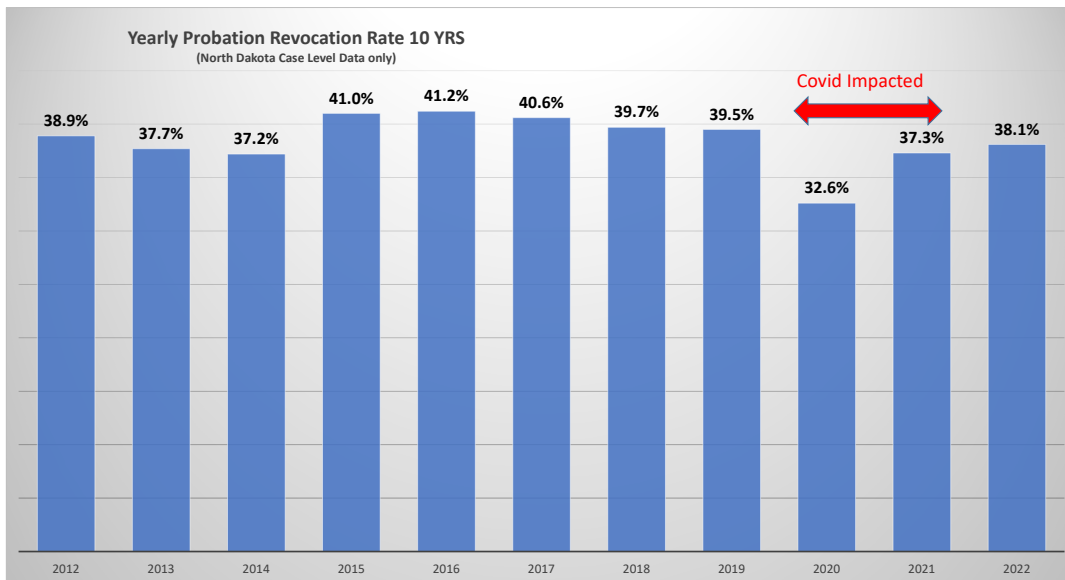
The DOCR Victim Services Coordinator is a TPS team member that focuses on providing services and the opportunity for victims to have a voice with the North Dakota Parole Board and Pardon Advisory Board.

This includes:

- Providing service and guidance to victims receiving notifications from the North Dakota Statewide Automated Victim Information and Notification Program (ND SAVIN)
- Processed and coordinated the disbursement **149** pardon applications and criminal history records. In addition, letters of support, opposition, and victims are provided to Pardon Advisory Board members for review and consideration.
- Development and implementation of an on-line booking platform that allow North Dakota Sheriff's Departments and correctional facilities the ability efficiently schedule newly sentenced individuals for arrival at DOCR intake facilities.

PAROLE AND PROBATION SERVICES

Parole and Probation Services provides supervision for people on parole, supervised probation, community placement, community civil commitment and pretrial in the community. Parole and Probation Officers are sworn peace officers with law enforcement responsibilities and skills 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. Parole and Probation has 149 team members, 94 of which are sworn peace officers. There are 17 district offices throughout the state with approximately 6,500 adults under supervision.

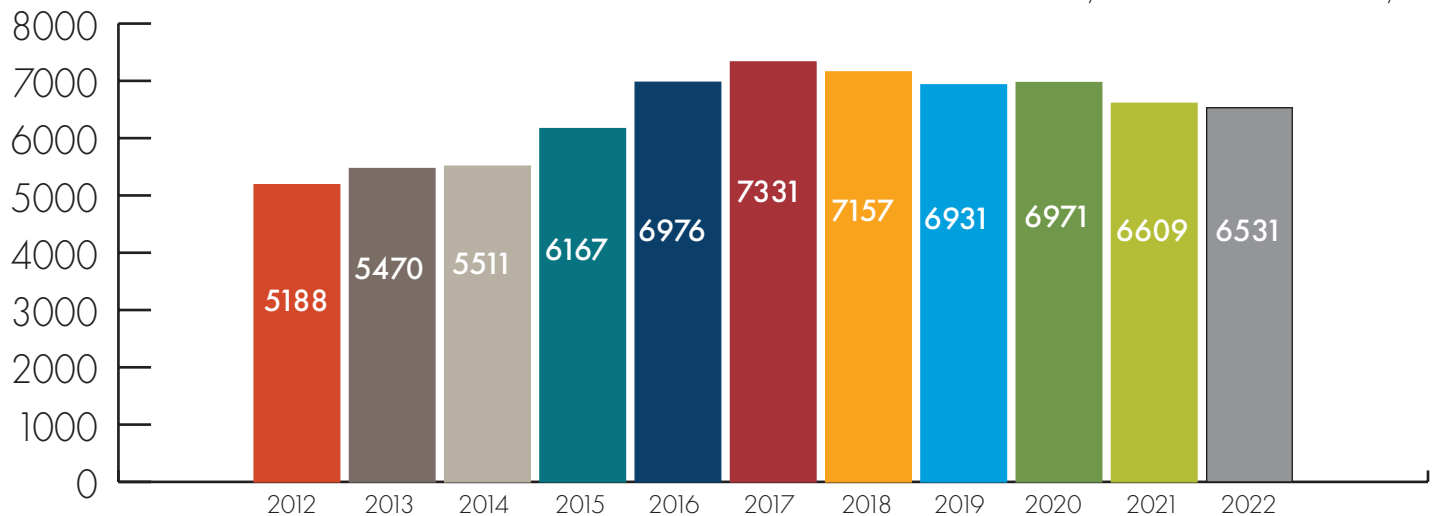


PAROLE AND PROBATION SERVICES

- Expanded Pretrial Services to include Ramsey County and full time service to Burleigh and Morton County District Courts.
- Collaborated with the Division of Juvenile Services (DJS) community supervision staff to supervise Emerging Adults (18-24 year-olds) in the Fargo and Grand Forks Offices in an effort to capitalize on the knowledge and experience of DJS staff, improve outcomes for that demographic and reduce caseload sizes. Expanded DJS supervision to include Bismarck/Mandan and Minot Offices in 2022.
- Collaboration with NDSU to conduct an outcome study on Drug Courts in North Dakota.
- Contracted behavioral health services with Southwest Multi-County Correctional Center and Management and Training Corporation in Dickinson and Minot. Plan to expand throughout the northern tier of North Dakota.

People supervised by Parole & Probation (1-day counts)

Note: One-day count taken Jan. 1st of each year



6,564 individuals

72 individuals daily on GPS

4,792 men **1,772** women

57 individuals daily with SCRAM

Completed **313** Pre-Sentence Investigations in 2021-2022

*data as of 12/07/22

FACILITIES

The North Dakota State Penitentiary (NDSP) is the maximum custody prison housing male residents. NDSP provides housing for up to 779 maximum and medium custody residents. The male orientation unit, a behavioral intervention unit, and medical infirmary are also located at NDSP.

746

Average daily resident population at NDSP from July 2021 – November 2022

1,584

Individuals received, assessed and provided orientation from July 1, 2021 – November 30, 2022

	Preferred # on Shift	Highest # at Start	Lowest # at Start	Lowest # During Shift	Highest # at End	Lowest # at End
AM	43	42	29	27	42	29
PM	43	42	30	30	42	30
Night	14	16	11	11	16	11

NDSP began recording this data 10/20/22. Data includes 74 days with three shifts per day for a total of 222 shifts. 98% of shifts were captured in this data as of 1/2/23.

22% of shifts start with preferred number of officers.

85% of shifts have staff working longer than an 8 hour shift.

Total overtime for shifts is **6,870.5 hours**

10% of shifts have unscheduled out of facilities runs, i.e. ambulance or emergent medical.

13% of shifts had major incidents.

The James River Correctional Center (JRCC) is the medium security prison housing males. JRCC is located adjacent to the North Dakota State Hospital (NDSH) in Jamestown and provides housing for 437 residents. The Special Assistance Unit (SAU) located within the main building is a 24-bed housing unit for individuals with serious mental illness or other special needs. Capacity, including JRMU, formally the Tompkins unit, is 497.

463

Average daily resident population at JRCC from July 2021 – November 2022

	Preferred # on Shift	Highest # at Start	Lowest # at Start	Lowest # During Shift	Highest # at End	Lowest # at End
AM	34	27	16	15	29	15
PM	34	27	14	14	28	14
Night	15	17	10	10	15	10

JRCC began recording this data 10/7/22. Data includes 88 days with three shifts per day for a total of 264 shifts. 95% of shifts were captured in this data as of 1/2/23.

5% of shifts start with preferred number of officers.

78% of shifts have staff working longer than an 8 hour shift.

Total overtime for shifts is **4,829.5 hours**

11% of shifts have unscheduled out of facilities runs, i.e. ambulance or emergent medical.

23% of shifts had major incidents.

Transitional Facilities oversees all minimum custody housing facilities for the state's resident population. This includes the operation of the Missouri River Correctional Center (MRCC), a minimum custody prison for adult males in Bismarck, the oversight of all contracted transitional facilities across the state, and the Office of Facility Inspections. MRCC capacity is 187.

459

Individuals admitted to MRCC from July 1, 2021 - November 30, 2022

180

Average daily resident population at MRCC from July 2021 - November 2022

	Preferred # on Shift	Highest # at Start	Lowest # at Start	Lowest # During Shift	Highest # at End	Lowest # at End
AM	7	7	4	2	F	6
PM	F	F	2	2	F	4
Night	4	4	3	3	4	3

MRCC began recording this data 10/24/22. Data includes 71 days with three shifts per day for a total of 213 shifts. 98% of shifts were captured in this data as of 1/2/23. F=Full; MRCC is implementing a 10 hour shift to help with staffing.

49% of shifts start with preferred number of officers.

58% of shifts have staff working longer than an 8 hour shift.

10% of shifts have unscheduled out of facilities runs, i.e. ambulance or emergent medical.

4% of shifts had major incidents.

WOMEN'S SERVICES

The Heart River Correctional Center (HRCC) opened Maple Cottage on June 15, 2021 for minimum custody women. Hickory Cottage renovations were completed and ready for occupancy in the fall of 2021. Due to staffing issues and pressure on bed capacity, we closed Maple Cottage (22 beds) and opened Hickory Cottage (32 beds) on January 6, 2022. On October 3, 2022 we retained minimum staffing levels to open both cottages. Capacity is 54.

21

Average daily resident population at HRCC in FY 2022 (July 1, 2021 - June 20, 2022)

47

Average daily resident population at HRCC in December 2022

	Preferred # on Shift	Highest # at Start	Lowest # at Start	Lowest # During Shift	Highest # at End	Lowest # at End
AM	6	7	1	2	9	4
PM	8	9	2	1	7	1
Night	4	4	1	1	4	1

HRCC began recording this data 10/28/22. Data includes 67 days with three shifts per day for a total of 201 shifts. 98% of shifts were captured in this data.

28% of shifts start with preferred number of officers.

23% of shifts have staff working longer than an 8 hour shift.

Total overtime for shifts is **356.5 hours**

15% of shifts have unscheduled out of facilities runs, i.e. ambulance or emergent medical.

8% of shifts had major incidents.

Dakota Women's Correctional Rehabilitation Center (DWCRC) is a 126-bed contracted women's prison located in New England consisting of all custody levels and a women's orientation unit, infirmary, and special management unit. In addition to housing women at DWCRC, the DOCR contracts with transitional facilities across the state to house and provide programming to minimum-security women.

94 | **134**

Avg. daily population in 2021 vs. 2022

259

The number of women residents received as new arrivals for fiscal year 2021

291

The number of women residents received as new arrivals for fiscal year 2022

135

The number of women residents on June 30, 2022

Southwest Multi-County Correction Center (SWMCCC) or DWCRC-Dickinson is the jail in Dickinson, ND. During the height of COVID, DWCRC began using a housing unit at SWMCCC for intake and orientation housing for new female arrivals. This allowed more space for isolation and quarantine at DWCRC. Once courts reopened, housing and substance abuse treatment for the women in DOCR custody quickly exceeded capacity. This 16 bed unit serves as an overflow housing and substance abuse treatment unit for the women.

BEHAVIORAL HEALTH

The purpose of the Behavioral Health Department is to provide comprehensive mental health and substance use disorder services to incarcerated persons and those participating in community supervision. Team members provide assessment services, group and individual therapy, and crisis support with the goal of helping people create positive change and build healthy, prosocial lives.

*All data is from 7/2021-12/2022

FREE THROUGH *Recovery*

Community-Based Behavioral
 Health Services:
 Free Through Recovery

1,317 current participants • **41** different provider agencies

More than **4,957** unique participants since Feb. 1, 2018

68% met at least 3 out of 4 positive outcomes

91% assessed as posing a moderate-high or high risk for recidivism

42.3%
 report co-occurring mental
 health and substance use
 disorders

47.4%
 report a substance use
 disorder

10.3%
 report a mental health
 concern

91% in prison referred for substance use disorder treatment

40% in prison have a serious mental health diagnosis

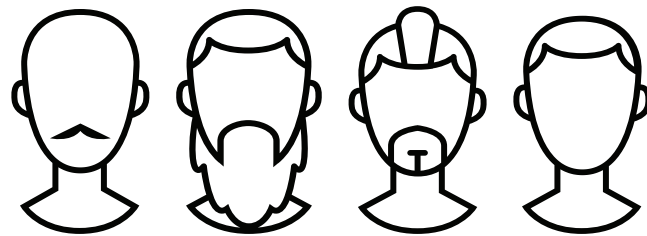
739 completed substance use treatment

381 completed Thinking for a Change

140 completed Conflict Resolution Program

66 completed Sex Offender Treatment

199 completed domestic violence offender treatment



Facility-Based Behavioral Health Services:
 Men

The behavioral health team completed **2,844** crisis assessments with men who expressed risk for suicide, displayed concerning mental health symptoms, or expressed risk for violence



Facility-Based Behavioral Health Services:
 Women

95% admitted to DWCRRC referred for substance use disorder treatment

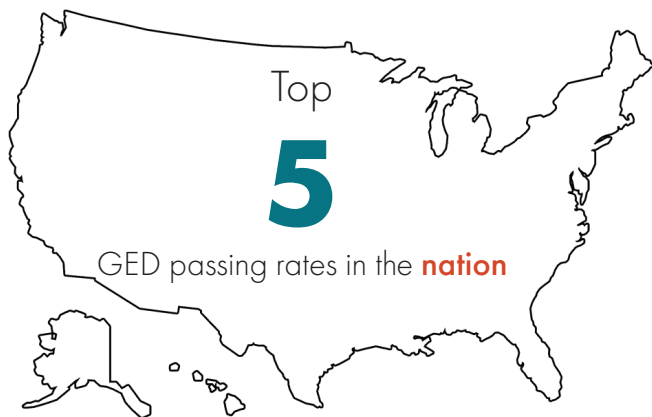
51% admitted to DWCRRC have a serious mental illness diagnosis

133 completed substance use treatment

24 completed Thinking for a Change

EDUCATION DEPARTMENT

The education department exists to provide educational services and workforce readiness programming to residents at the North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, Heart River Correctional Center, and the Youth Correctional Center. All facilities are accredited Adult Learning Centers and GED Testing Sites. Additionally, the Youth Correctional Center is a fully accredited middle and high school, known as Marmot School through the Department of Public Instruction.



Post-secondary services through
Ashland University and added
industrial certifications in:

- ServSafe
- OSHA-10

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

69

GED graduates at
JRCC, MRCC, NDSP

867

Adult Students served
seeking a HS diploma
or GED

6

GED juvenile
graduates

81.75

Total HS credits
earned for juveniles

8

GED graduates at
DWCRC

3

HS diplomas for
juveniles

EDUCATION DEPARTMENT

MAJOR SUCCESSES:

Prior and despite COVID, ND DOCR has been in the top five GED passing rates in the nation. This past biennium, ND DOCR education team members have launched educational programming at the new facility HRCC, Parenting Inside Out, The Last Mile, STAR reading, and the option 2 high school diploma pathway., Education staff also completed six Shining Light Academies and initiated a Shining Light Academy in BIU.

Special Education & Accommodations

YCC students arrive on average reading 4.7 grades behind

Approx. 30% have special education needs

25% have an Emotional Disorder diagnosis

Division of Adult Services

399 students enrolled in job training courses

30 students enrolled in post-secondary education

Library

75 patrons were served by the YCC library

1,817 patrons were served by adult facility libraries

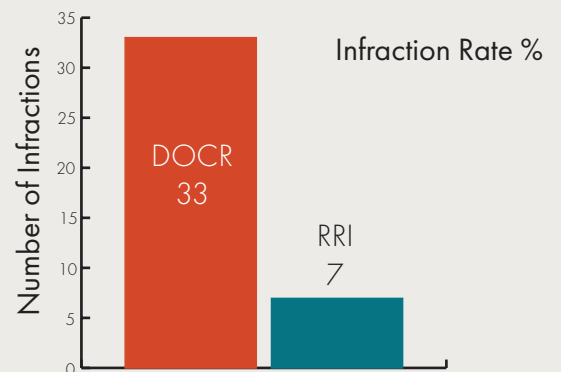
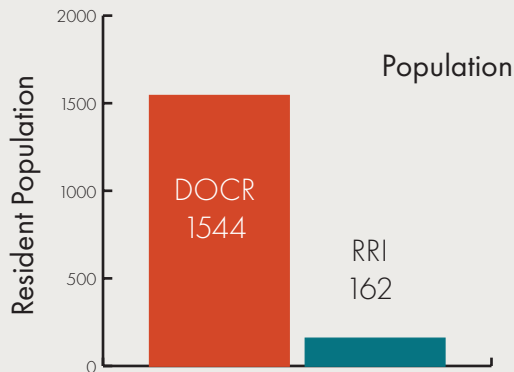
ROUGH RIDER INDUSTRIES

Rough Rider Industries' (RRI) program objective is to provide adults in custody the opportunity to develop work skills that increase their chances of obtaining meaningful employment upon reentry. RRI provides training and learning opportunities in a variety of skill sets and trades, while utilizing the latest manufacturing technologies and production equipment.

Manufacturing Industries at RRI include furniture, seating, upholstery, CAD and graphic design, signs, license plates, laser cutting and engraving, metal fabrication, sandblasting, wet or powder paint, sewing and garment, plastic bags, welding, sandbagging, livestock care, and commissary.

11% The total resident population employed at DOCR facilities. Compares favorably to the national average of **7.9%** of residents employed in correctional industrial programs.

9% The total percentage of those enrolled in the RRI program who commit some type of rules violation compared to **33%** of non-RRI residents.



Examples of RRI products



CENTRAL OFFICE

Fiscal Services provides warehousing, purchasing, grants and contracts, accounts payable and accounts receivable, fixed assets, and resident account services for the entire DOCR.



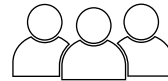
357

contracts at any given time



\$31M

managed in
grant funds



>1,700

resident accounts
managed and oversee
6,500 active supervision
fee accounts



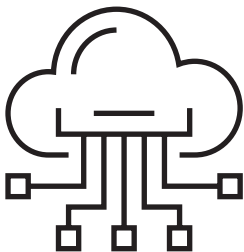
\$7M

per biennium billed
to offenders,
averaging 25%
collection rate



155

state purchasing
cards averaging
\$628,000 each
month



The I.T. Division: During this biennium the DOCR's Information Technology Unit was unified with the North Dakota Information Technology Department. The transition created unique challenges and opportunities at a budgetary and structural level that we continue to partner with NDIT to resolve.

I.T. Unit highlights include: Completed facility upgrades to improve security and safety including high frequency access controls, camera system improvements, implementation of (SIRN) State Interoperable Radio Network, WIFI Network within facilities and Programmable Logic Controllers.

The DOCR also implemented a new Electronic Health Records (EHR) System that is a shared application with the Department of Health & Human Services.

The Physical Plant Services Division is responsible to provide a safe and secure living environment for all of the individuals that have been committed into any one of the four state-funded facilities. The maintenance staff also supervise resident workers daily to assist in building maintenance, laundry operations, grounds care, small remodeling projects, and heating plant operations. This program provides the worker the opportunity to learn a trade or to spark an interest into what they would like to do for a living after their release.

The Physical Plant Services supports the DOCR mission and vision by creating a safe, productive, working and living environment through customer satisfaction, effective asset management, and diligent risk mitigation.

CENTRAL OFFICE

Building	NDSP	Year built	Sq. Ft.	Building	Year built	Sq. Ft.
Education		1990	8,200	Lift Station	1952	300
DOCR Building		2012	25,510	Building A	1982	34,000
Power Plant		1982	16,554	Building B	1982	16,000
Chiller Building		1982	1,974	Building C	1982	6,000
Warehouse		2012	15,300	Showroom (RRI)		9,600
MTU Building		1981	11,000	Dairy Barn	1928	14,400
Visitation		1987	1,680	JRCC		
Laundry/Storage		1990	2,880	Administration	1966	41,380
Food Service		1990	23,000	ET Housing	1936	87,530
West Cell House		1960	43,000	Amusement Hall	1924	15,210
South Unit		1987	13,752	Inmate Dining Rm.	1925	29,700
North Unit		1987	41,840	Kitchen	1966	24,250
Mandan St./Dairy Barn		1926	15,000	Laundry	1938	19,600
Veh. Mach. Stor.		1926	4,000	Forensic (SAU)	1979	27,890
Med., Ori., Gen., Seg.		2012	158,779	Inside Maint. Shop	1999	2,000
Programs/Training		1990	25,000	RRI	1999	11,250
Administration		1956	37,330	Outside Maint. Shop	1915	14,210
Recreation Bldg.		1990	9,720	General Store	1987	27,100
Lndry/Shower/Mech		1987	9,616	Front Gate	2000	1,092
South Tower		2012	434	JRMU	1956	26,000
East Tower		1983	400	Edu. (programs bld)	2005	3,080
MRCC						
Dorm Building		1991	22,250	Carpenter/Elec.	1964	4,000
Carpentry/ICAP		1940	1,280	Centennial Hall	1988	9,800
Water Works/Pump House		1974	480	Chapel Building	1964	4,872
Treatment/Couns.		1982	3,075	Gym/Swimming Pool	1999	20,314
Kitchen/Dining		1982	4,808	Heating Plant	1922	10,338
Maint. Shop		1942	4,000	Hickory Cottage	1955	17,820
RRI Welding/Spray		1962	1,280	Main./Motorpool	1957	4,620
Managers Garage		1943	500	Maple Cottage	1952	7,392
Weight Rm./Welding		1975	2,400	Pine Cottage	2001	13,905
Library		1940	648	Root Cellar	1926	8,576
Welding Storage		1962	225	Superint. House/DJS	1980	2,800
Vo-ed Auto		1969	2,400	Ice House	1,925	1,484
RRI Repair Shop		1984	1,280			
RRI Metal Works		1998	19,00			
Managers Stor.		1991	12,835			
Transitional Hous.		2015	5,400			
Trns. Hous. Day Rm.		2015	1,440			
YCC						
Admin./School		1961	30,827			
Building Trades		1981	17,200			
Brown Cottage		1963	6,507			

CENTRAL OFFICE

Staff Development exists to provide training services to team members at North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, and administration at Central Office.



Provides up to 40 hours of orientation training, 56-160 hours of pre-service training and 16-75 hours of annual in-service training



During 2021 and 2022, the DOCR has provided training to 281 new team members



All hours required for uniformed staff to instruct off shift is overtime. 2021-2022 = ~2,000 hours

Core Correctional Practices Overview: Core correctional practice team members provide training, assessment, and coaching services designed to reduce reoffending to team members across the ND DOCR, including those employed in by adult facilities, the Parole and Probation Division, and the Division of Juvenile Services. Core correctional practice team members also provide these services to Dakota Women's Correctional and Rehabilitation Center and other facilities contracted by the ND DOCR.

Effective Practices in Community Supervision (EPICS): The purpose of the EPICS model is to teach community officers and case managers and facility case managers how to apply the principles of effective offender risk intervention practices to reduce recidivism. The ND DOCR trained 63 new staff in the model. The initial training is 24-hours of in classroom training and five months of follow-up observations and 2-hour coaching sessions each month. Ongoing, there are annual 1.5-hour coaching sessions and observations and coaching at least twice per year for all team members trained in the model.

Corrections Program Checklist (CPC): The evidence-based CPC was developed by the University of Cincinnati Corrections Institute. It is designed to evaluate the extent to which correctional intervention programs adhere to evidence-based practices. So far this biennium, four additional team members were trained in the assessment tool. This training consists of participating in four days of classroom and practical training; completing an assessment independently; and writing a report outlining the strengths, weaknesses, and recommendations for improvement of the program assessed. Five facilities have been assessed this biennium with this tool.

Corrections Program Checklist-Group Assessment (CPC-GA): The evidence-based CPC-GA was developed by University of Cincinnati Corrections Institute. It is designed to evaluate stand-alone offender-based treatment groups, including those designed to address substance use disorders, criminal thinking, and other areas of risk that lead individuals to engage in criminal activity. The assessment shows the extent to which the groups adhere to evidence-based practices designed to reduce recidivism. Seven team members were trained in the assessment tool this biennium. This training consists of 8-hour classroom training, one-day group observation and interviews of staff, and one day of scoring. Team members must write a report to inform the group leadership about the strengths and weaknesses of the offender-based treatment group and recommendations for improvement. Two offender-based treatment groups were assessed in this training process.

CENTRAL OFFICE

The Human Resources Division is responsible for oversight, development, and management of human resources activities within the DOCR. As of November 2022, the DOCR includes 907.79 authorized fulltime equivalent (FTE) positions spread throughout the Division of Adult Services, Division of Juvenile Services, Central Office, and Rough Rider Industries. In addition, as of November 2022, there were 104 team members in temporary positions providing services for the DOCR, many (76) working part-time hours.

Human Resource personnel were responsible for assisting hiring managers in hiring 228 new team members in 2021 and 277 in 2022. Human Resources created 958 job postings from January 2021 through November 2022, which was an unprecedented increase that tripled the number of job postings from the previous two years. This is due to fewer applicants overall, but also fewer qualified applicants, which requires the DOCR to repost jobs multiple times. The process of filling those vacancies included assessing, screening, and ranking over 4,000 applicants; coordinating the interview process with DOCR managers and applicants; ongoing communication with applicants (confirming oral interview schedules, providing status on the process, confirming start date, etc.); comprehensive criminal background and reference screening; and onboarding all new hires.

DOCR Human Resources continues to work with all DOCR divisions to develop strategies on staff development for succession planning as key DOCR team members continue to retire from state employment at high rates. From January 2021 through November 2022, **6.2% of all DOCR turnover was due to retirement.**

In addition, less than market average salary increases in recent biennium's has resulted in the DOCR losing more team members to other similar corrections and law enforcement employers. From January 2021 through November 2022, **31% of all DOCR turnover was due to team members leaving for other employment,** with an additional 28% resigning without providing a clear reason.

High turnover rates continue to be a concern for several key classifications. Correctional Officer I and II, Juvenile Institutional Residence Specialist I and II, Residential Treatment Agent, and Security Officer are the front-line security classifications within our adult and juvenile correctional facilities and together make up nearly 35% of our workforce. Turnover rates for these classifications average more than 30%, with **Juvenile Institutional Residence Specialists at 73% turnover for 2022.** High turnover in these classifications creates challenges for maintaining a well-trained and experienced staff of front-line corrections professionals. The DOCR competes with regional jails and other law enforcement agencies and more than 32.8% of DOCR turnover in 2021 was due to team members accepting other employment.

Medical and behavioral health positions are increasingly difficult to recruit and retain. Turnover for all Registered Nurse, Licensed Practical Nurse, and Direct Care Associate classifications was **50% for 2021.** Licensed Addiction Counselor turnover was 37.5% overall for 2022, and 50% at the ND State Penitentiary, our largest facility. Other key positions, such as Correctional Officer are especially difficult to recruit in Jamestown, ND. The DOCR has team members who live and work in every county across ND. Increasing salaries for key team members and classifications to keep pace with the market and remain competitive remains extremely important.

CENTRAL OFFICE - MEDICAL

The DOCR medical divisions deliver a constitutional standard of healthcare to individuals sentenced to all five facilities and the structure consists of a Physician (State Correctional Health Authority), Medical Director, Physician Assistants, a Clinical Nurse Specialist, nurses, Psychiatric Nurse Practitioner, Certified Medical Assistants, dentists, and a centralized pharmacy for all facilities including DWCRC and the Burleigh Morton Detention Center.

ND Youth Correctional Center	ND State Penitentiary	Missouri River Correctional Center	James River Correctional Center	Heart River Correctional Center
<ul style="list-style-type: none"> Primary Care Nursing Care Dental Care Psychiatric Care Access to Specialty Care in the Community 	<ul style="list-style-type: none"> Infirmiry Care Primary Care Nursing Care Dental Care Psychiatric Care Medication Assisted Treatment Access to Specialty Care in the Community 	<ul style="list-style-type: none"> Primary Care Nursing Care Dental Care at NDSP Psychiatric Care Medication Assisted Treatment Access to Specialty Care in the Community 	<ul style="list-style-type: none"> Infirmiry Care Primary Care Nursing Care Dental Care Psychiatric Care via telemedicine Access to Specialty Care in the Community 	<ul style="list-style-type: none"> Infirmiry Care Primary Care Nursing Care Dental Care Psychiatric Care via telemedicine Medication Assisted Treatment Prenatal Care Access to Specialty Care in the Community

	NDSP	JRCC	MRCC	HRCC*
Doctor Calls 2021	5,420	2,274	651	167
Doctor Calls 2022	4,892	2,455	764	582
Psych Visits 2021	1,797	976	115	66
Psych Visits 2022	2,015	991	158	218
Nursing Visits 2021	10,239	4,771	1,007	338
Nursing Visits 2022	11,509	4,926	1,174	1,548

*Note HRCC opened in June 2021



Total number of residents cured for Hepatitis C in 2021 and 2022, respectively.

- Implemented medication for Opioid Use Disorder treatment for residents at all adult facilities. Narcan is sent with all residents upon discharge.
- Approximately 1,600 residents are screened annually by the DOCR for latent Tuberculosis infections, HIV, Hepatitis C, and STDs. The DOCR treated 20 patients for latent TB in 2021 and 32 patients in 2022.
- The DOCR medical teams received the Roaming Bison award for their coordinated response and treatment of COVID-19.
- Currently investing in team member training and promoting team member retention through increased training opportunities by collaborating with UND School of Medicine for simulation training for DOCR medical and security team members.
- Implemented a new electronic medical/treatment medical record to help eliminate the information silos between departments for better care of our resident population.
- Pharmacy negotiated with the vendor for significant cost savings on Hepatitis C treatment, allowing the DOCR to treat the most patients for Hepatitis C with a nearly 100% cure rate.
- Eliminated the use of travel nurses to help cover shifts at adult male facilities through increased nursing wages and retention bonuses. Travel nurses cost the department more than \$190K in 2021. It is down to \$8K for the first quarter in 2022. No travel nursing coverage needed for the remainder of 2022 as nursing staffing stabilized.
- Pharmacy, on average, dispenses 5,000 prescriptions per month to the five correctional facilities.
- The medical department continues to follow guidelines to qualify for 340B pricing saving millions of dollars for the medication dispensed at the DOCR pharmacy.

ND COMMUNITY DAY TREATMENT

North Dakota Day Treatment Programs were an early product of the advisory group of the State Children’s Services Coordinating Committee. Based on the principles of interagency collaboration, local initiative, and family preservation, the Annie E. Casey foundation funded the initial development of the program model in 1989. A variety of funding sources supported programs in the first years.

Since 1995, the program has been funded through the North Dakota Division of Juvenile Services’ budget. The programs are based on a prevention model addressing at-risk youth prior to removal from the school, home, and community. Leadership and direction resides with three state agencies (Division of Juvenile Services, Department of Public Instruction, and Division of Children and Family Services) who are involved in providing many other programs and services to youth and families. The agencies are committed to training staff and supporting the development of programs statewide.

NEW MANUAL CREATED

The program was manualized during this biennium to allow for a more uniform structure of the program across the state. The new additions to this manual include a pre and post survey to better measure outcomes, the requirement to conduct a BASC 3 on all students to measure needs, and mandatory training to ensure team members are equipped to work with the students and their needs.

Additionally, program team members are required to complete three different training programs by the end of the 2022/2023 school year. At this time, 50% of the program team members have completed the required training.

To ensure that all components of the manual are being followed, in-person site visits are conducted at a minimum of once a school year as well as regular communication via email and phone. The site visit includes meeting and operational discussion with the full team, as well as a classroom tour to ensure the space is adequate and conducive to the students learning needs.

In addition to site visits, quarterly zoom meetings provide an opportunity to discuss successes and struggles. This allows for feedback and sharing ideas about what works in the programs across the state. These meetings have been well attended and well received.

2021 /2022 school year:
 7 programs and 131 youth served

Devils Lake program provided two different sensory rooms

2022/2023 school year:
 8 programs
 Many opportunities await!

YOUTH SERVED IN DAY TREATMENT (2021 -22 SCHOOL YEAR)

Total served: 131

Demographics

- 58% Male; 42% Female
- 15% Elementary; 72% Middle School; 13% High School
- 54% White; 32% Native; 6% Hispanic; 7% Black; 1% Other

Risk Factors

- History of Drug and/or Alcohol Abuse (Family/Youth) = 48%
- Previous Truancy = 46%
- History of Abuse/Neglect = 44%

Outcomes

- Academic Improvement = 77%
- Family Involvement = 91%
- Maintained in Community (avoided out-of-home placement) = 84%

**WE ARE EXPERIENCING
CRITICAL STAFFING
SHORTAGES RESULTING IN:**

STAFF BURNOUT

LOCKDOWNS

NON-COMPLIANCE

COTTAGE CLOSURES

ACCELERATED TURNOVER

INCREASED CONTRABAND



WE NEED YOUR HELP

NORTH
Dakota
Be Legendary.™

Corrections and
Rehabilitation

The North Dakota Department of Corrections and Rehabilitation (DOCR) is experiencing a major staffing shortage at the Youth Correctional Center (YCC), Heart River Correctional Center (HRCC), North Dakota State Penitentiary (NDSP), and James River Correctional Center (JRCC). Our facilities are operating 24 hours a day seven days a week with no option of closing. Additionally, telework is not an option for most team members.

Currently there are more than 70 vacant positions among these four facilities. These vacancies forced YCC to recently consolidate all juveniles (all are male) into one cottage due to lack of team members and experience. HRCC was unable to open both available cottages for female residents due to lack of team members. NDSP has nearly 30 vacant correctional officer positions with an additional eight National Guard members currently deployed. JRCC has more than 30 vacant correctional officer positions, which is 30% of all JRCC correctional officer positions.

Staff shortages are also costly. The DOCR has spent more than \$4.5 million on overtime compensation for CO, JIRS, and RTA positions in 2021-2022. This is an increase of nearly \$500,000 from 2019-2020.

Although we have been able to operate our facilities without major incidents thus far, vacancies are not improving and we need to be able to attract and retain more team members in order to continue operating safely.

Team members at JRCC and NDSP have had to work unprecedented numbers of overtime shifts to try to operate at safe staffing levels. For example, instead of 20 shifts in May, one JRCC employee worked 55 shifts. Despite heroic efforts from many DOCR team members to pitch in and work overtime, both facilities continue to run below minimum levels.

Overworked correctional officers and shifts operating below minimum thresholds not only endangers residents and team members, but also perpetuates team member burnout, leading to further turnover. Routine searches of residents and their housing units cannot occur, leading to increased contraband, substance use, and injuries. It is more difficult for team members to engage in dynamic security, core correctional practices, and de-escalation.

Rehabilitative programming that helps residents make better behavioral choices and feel safer often cannot occur, leading them to behave from a place of fear and aggression. At NDSP, for example, if fewer than 33 correctional officer posts can be staffed on a shift, the facility must enter a lock down. On a recent shift, only 29 correctional posts could be staffed, and NDSP had to lockdown.

OUR SALARIES ARE MUCH LOWER THAN AVERAGE

Correctional Officer Hiring Rates:

Burleigh County: \$24.73- \$26.08/hr
 Cass County: \$21.92- \$25.26/hr
 McKenzie: \$26.22/hr
 Stutsman: \$19.57 - \$20.36/hr
DOCR: \$18.61-\$20.03/hr

Correctional Officer Average:

Market: \$4, 241 (\$24.47/hr)
 DOCR: \$3,715 (\$21.43/hr)
Difference: -12.4%, over \$500 per month

Parole and Probation Officer Average:

Market: \$6,453
 DOCR: \$4, 968
Difference: -23.0%

Walmart pays \$19.50/hr for a night shelf stocker

FROM 2015 TO 2022, WE HAVE HAD:
64% FEWER JIRS APPLICANTS
70% FEWER BEHAVIORAL HEALTH APPLICANTS
82% FEWER CO APPLICANTS



NEARLY 50% OF OUR TEAM MEMBERS HAVE BEEN HERE LESS THAN FIVE YEARS



Position Type	Avg. Experience - Years	
	2016	2022
CO I and II and Temp	11.5	4.8
JIRS I and Temp	13.9	3.3
Security Officer	8.1	6.2

As the job of CO becomes increasingly complex, retaining our team members is more important than ever. The demanding career is not only dangerous at times, but also requires mental strength. Positively influencing the life of a resident to make the right choices can potentially even save taxpayer money by reducing recidivism and state-funded programming.

The entire DOCR workforce consists of approximately 907 regular team members and 100 temporary team members. As of January 2022, 439 of our team members had been with us less than five years, making up 45% of our workforce.

Within the adult male facilities, 30% of new team members leave employment before completing new employee training.

The DOCR averaged 18 team members leaving employment per month in 2021. There were 36 team member separations in May 2022. At our largest facility, NDSP, during March 2022 through May 2022, **we have been running below minimum team members required for 90% of the time during the day shifts** and 25% during night shifts. During the day shift we require a minimum of 43 team members to function properly; we have operated with as few as 30.

All DOCR facilities, including NDSP (maximum security facility) and JRCC (medium security facility) normally run lean staffing, even when all posts are filled. For example, NDSP has 43 posts for correctional officers. If NDSP falls below 37 staffed posts on a shift, it has to file a deviation from federal law. From January 1, 2022 to December 12, 2022, NDSP has had to file deviation reports for 212 shifts.

Annual Turnover Rates Per Position

Position	Turnover Rate
Residential Treatment Aide (RTA)	50.00%
Juvenile Institutional Resident Specialist (JIRS)	80.00%
Correctional Officer	42.60%

*"I am truly grateful for correctional officers who are here to **make a difference** and who are cognizant of the impacts they have had on my life. They have helped me make **meaningful long-term change**, which has given me the ability and chance to **help others** make those changes."
-NDSP Resident*