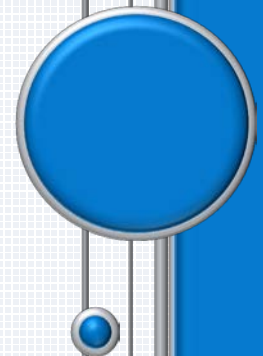


North Dakota Youth Correctional Center
2015 Year End Report



Overview

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

The PbS Cycle

The PbS cycle has three parts:

- Data Collection
- Site Report and Analysis
- Facility Improvement Plans

PbS' cycle is modeled on business quality assurance processes, current government emphasis on performance measurement and the philosophy and principles of learning organizations. Its goal is to use data to improve, manage, demonstrate effectiveness, show accountability and drive decision-making.



Data collection

So where does the information come from? Each participating site is required to gather information and enter it into the PbS web portal during the data collection periods of each year.



Site Report and Analysis

Shortly after the PbS data collection period ends, participants receive a draft Site Report that asks site coordinators to verify the data entered. Any concerns or possible discrepancies are discussed and addressed through technical assistance by PbS learning institute staff members. Shortly thereafter, the final Site Report is available for review and analysis



Facility Improvement Plan (FIP)

PbS FIP is the tool that turns data into a continuous improvement process. The FIP identifies the specific outcome measures targeted for improvement and is used as the action and monitoring plan.

The PbS team is responsible for developing and updating the FIP. Each component along with specific action steps are then entered into the website. The PbS website includes an area where facility administrators, agency directors and the assigned PbS coach can add and review comments.



The Goals of PbS

- Provide a set of standards for youth assessment, correction and detention facilities.
- Create tools to help facilities attain their goals through regular self-assessment and self-improvement.

- Allow facilities to evaluate their performance over time and in comparison to other facilities nationwide.
- Promote effective practices and help facilities support each other.

In 1997 The North Dakota Youth Correctional Center began piloting PbS as an objective method of analyzing best practices. In 2009 the Youth Detention Center (YDC) as well as the Youth Assessment Center (YAC) were added as additional PbS facilities.

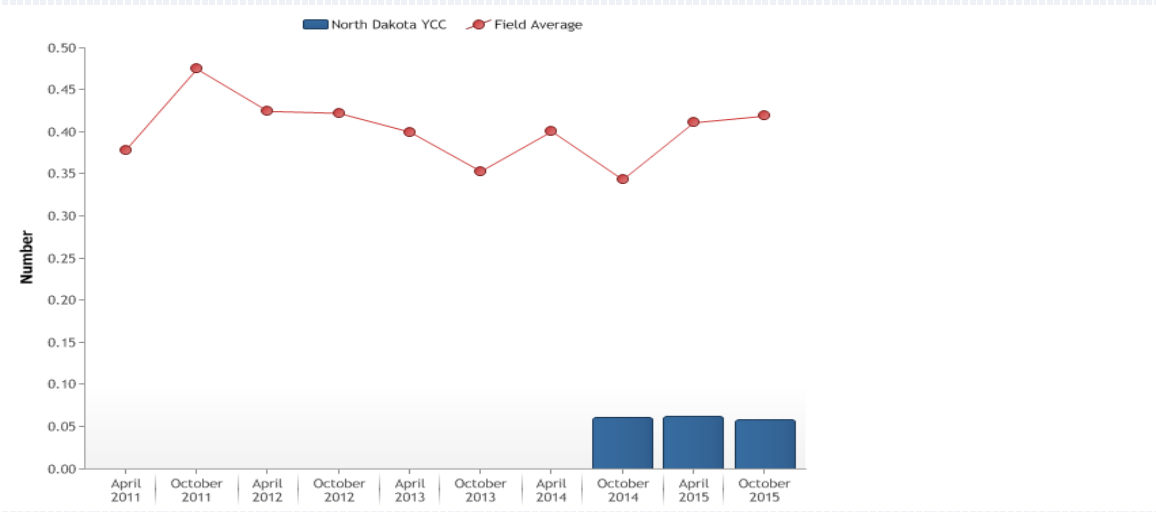
This report identifies the PbS goals, documents the progress of all three facilities within the last year and outlines the new Facility Improvement Plans that have been established for the next collection period. PbS tracks 9 Outcome Measure groups consisting of 106 individual measures.

Following every data collection PbS gives a numerical score to each site in order to identify successful compliance with the standards. Level 1 represents a facility that is new to the program, level 2 is a facility that accurately collects data, level 3 is a facility that has data that is 85% or better than the national average as it pertains to critical outcome measures (safety and security standards) and Level 4 is a facility that has data that is 85% or better than the national average in all outcome measures. As of the most recent October data collection the YCC was a level 4 site, YAC and YCC both were level 3 sites.

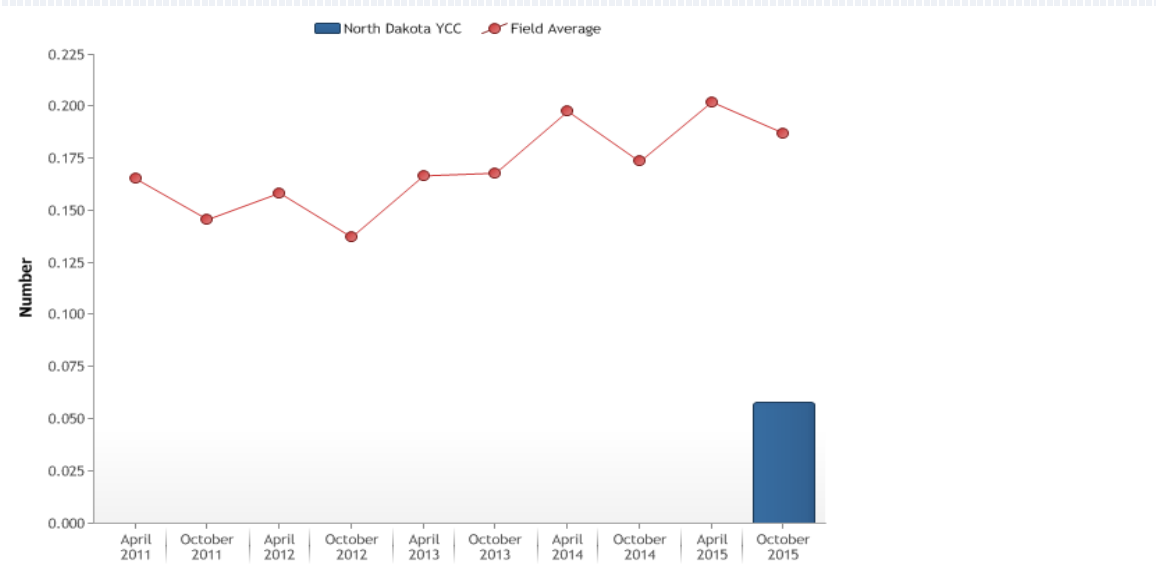
Incident Tracking

As part of the data collection process, PbS monitors incidents during the April and October data collections. PbS defines incidents as “[a]n event or crisis that may compromise the safety and security of staff and residents, and requires staff response and written documentation. Such events occur within the facility (although they may be precipitated by events outside the facility) and may involve staff, youths, or others.”

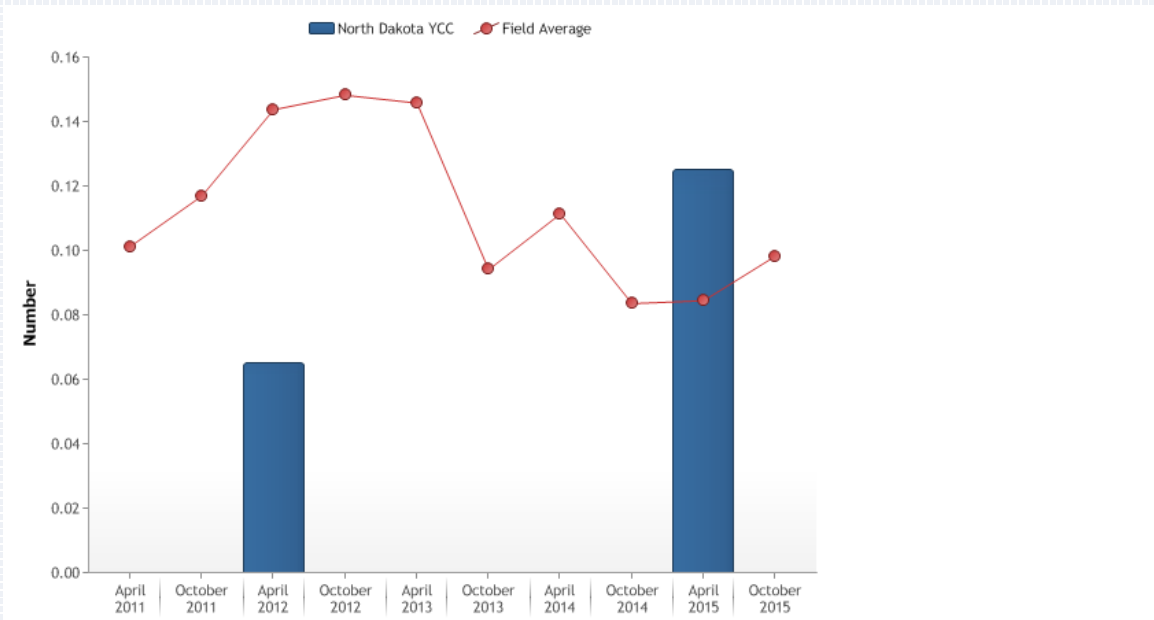
The following graphs represent the PbS data collection periods for the previous 5 years with the ND Youth Correctional Center data compared against the field average of nationwide PbS participants.



The YCC's youth on youth assault numbers are consistently below the field average as shown here.



Youth on youth injuries are also consistently below the field average.



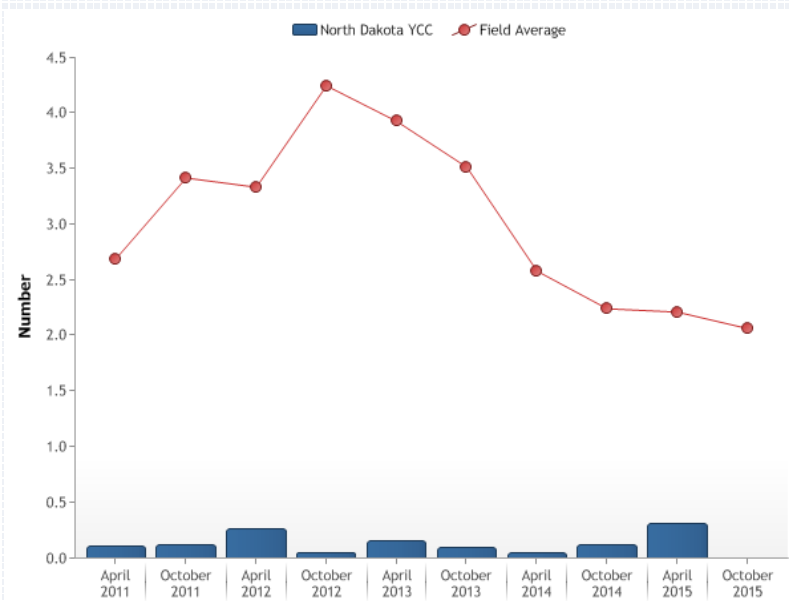
While uncommon, youth assaults on staff do occur. The April 2015 data represents two incidents, neither of which resulted in an injury to the youth or the staff member.

The ND Youth Correctional Center regularly reviews and logs those incidents that meet the PbS definition, as well as several others significant to the facility. We then compile that information in a way that allows us to watch for trends or anomalies over time.

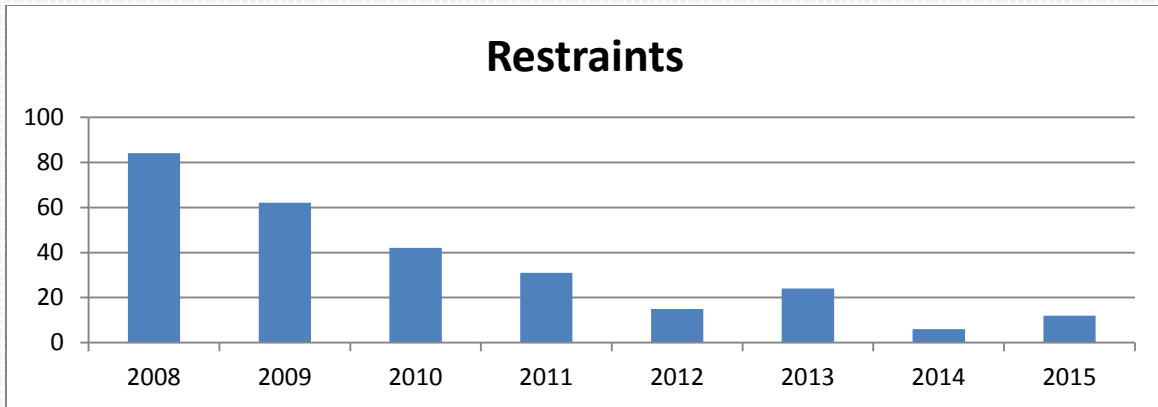
Isolation and Restraint

Nationally, the conversation around critical issues in correctional and detention facilities has focused on the use of isolation and restraint. Instead of being used as a last resort to protect youths from self-harm, hurting others or causing significant property damage that is terminated as soon as the youth regains control, isolation too often becomes the behavior management system by default. Research has made clear that isolating youths for long periods of time or as a consequence for negative behavior undermines the rehabilitative goals of youth corrections.

Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.

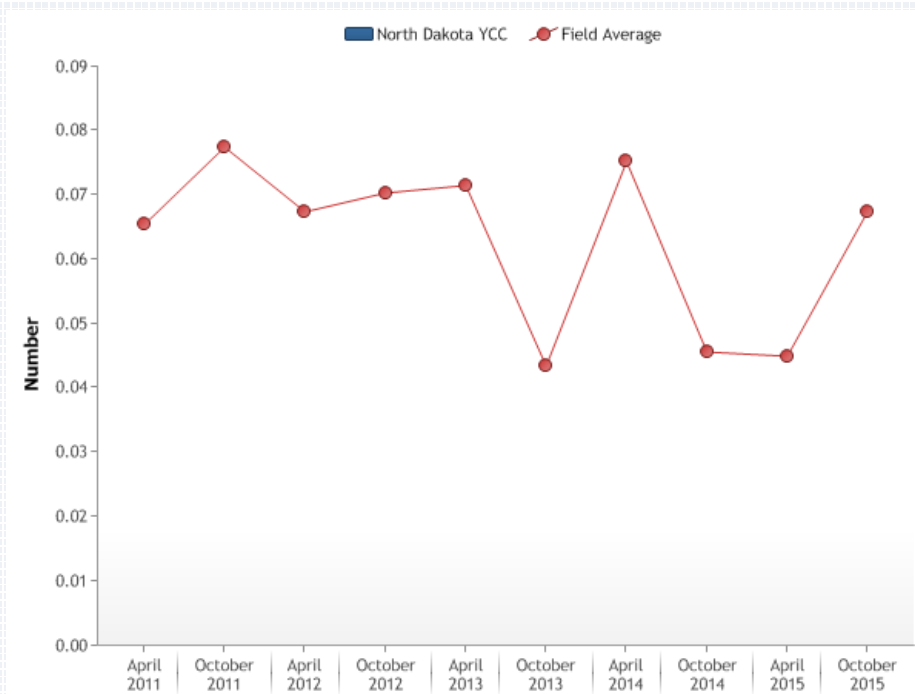


Over the past 5 years, isolation has been reduced by more than 80%, and use of physical restraints has dropped by more than 90%.



In 2008 YCC reached a ten year peak with 84 restraints. Last year was the lowest; only 6 youth were restrained the entire year. This year there were 12.






Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement.



Restrains and use of force can result in injuries to a youth in crisis. The use of trauma informed practices and a relational model help YCC avoid the use of physical and mechanical restraints, and therefore the injuries that may be related.

Two year Safety and Security FIP comes to a close.

The goals for this FIP were to monitor and document the ongoing efforts toward safety and security at YCC. This FIP was dynamic as the goals were updated as the needs of the facility required. A standardized Juvenile Facility Audit was developed and has been implemented annually which will replace the FIP. The following Outcome Measures became the primary measures tracked during the life of the FIP and integrated into the annual audit.

Outcome Measure	Original Value	Current Value	Average Value	Goal	
Security 02 Attempted escapes per 100 person-days of youth confinement.	0.00	0.00	0.06	0.00	
Security 03 Incidents involving contraband (weapons) per 100 person-days of youth confinement.	0.00	0.00	0.34	0.00	
Security 04 Incidents involving contraband (drugs) per 100 person-days of youth confinement.	0.00	0.00	0.70	0.00	
Security 06 Incidents involving lost keys per 100 person-days of youth confinement.	0.00	0.00	0.00	0.00	
Security 07 Incidents involving lost tools per 100 person-days of youth confinement.	0.00	0.00	0.01	0.00	

Improvement Process Action Steps

The action steps development were an ongoing process which evolved with the Outcome Measures; however these were the primary items that were addressed first.

1. Hire a Director of Security
2. Create a Juvenile Facility Audit
3. Create an online time log
4. Begin a more structured chemical and key count process
5. Develop a more secure key control method (introduce a key watchman system)

Interim measures/ Sustaining Performance

During the life of an FIP, it is important to track progress through ongoing comments as well as recognizing ongoing needs through data collection and non-data collection months. The PbS site coordinator, director of physical plant and director of the facility and security director all contributed to the FIP as it progressed and worked together to develop the Juvenile Facility

Prison Rape Elimination Act

The Prison Rape Elimination Act of 2003 (PREA, P.L. 108-79) was enacted by Congress to address the problem of sexual abuse of persons in the custody of U.S. correctional agencies.

PREA standards identify 3 possible outcomes for allegations of sexual assault;

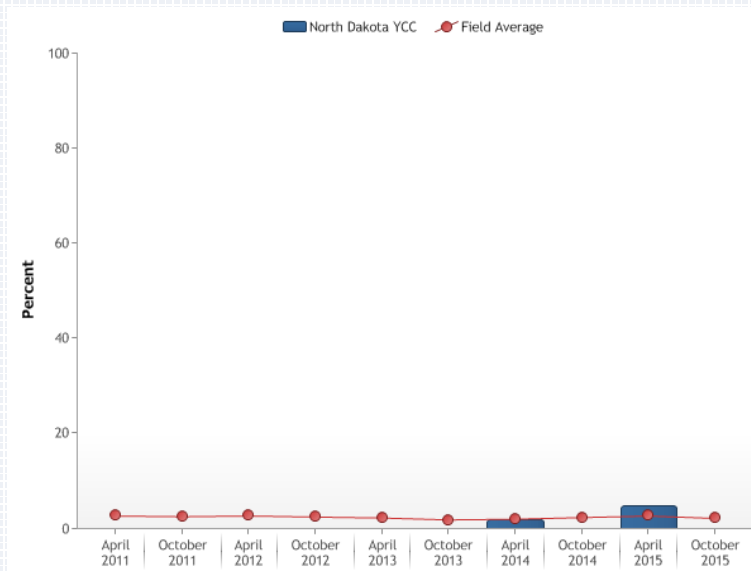
Unfounded allegation: An allegation that was investigated and determined not to have occurred.

Unsubstantiated allegation: An allegation that was investigated, but there was not enough evidence to determine whether or not the event occurred.

Substantiated allegation: An allegation that was investigated and determined to have occurred.

There were 2 Unfounded, 1 Unsubstantiated and 1 Substantiated allegations of sexual abuse in 2015.

Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months while at this facility.



In July of 2014, the YCC underwent its first Prison Rape Elimination Act audit. Federal Prison Rape Elimination Act (PREA) standard §115.402 specifies that audits shall be conducted by an independent auditor certified through the Department of Justice training process. YCC was deemed to be in compliance with 100% of the audit standards.

To be in full compliance with the national PREA standards in 2017, YCC will have to comply with the same regulations as the previous audit, with one exception. PREA was written to give juvenile correctional facilities additional time to comply with standard 115.313 Supervision and monitoring, which requires a 1:8 staff to youth ratio during waking hours and a 1:16 ratio during sleeping hours. YCC administrators have been meeting regularly to create a comprehensive plan to comply with these ratios.

Gender Responsive Treatment Programming.

A facility improvement plan was used to identify outcome measure focus areas and a specific plan of action to affect change in the area of gender responsive treatment programming.



We were able to identify several opportunities to implement gender responsive programming and practices to better serve our co-ed student population. Some of these changes were simple, such as changing the living units to a more normalized setting. Other changes were more dynamic and required considerable planning and effort to implement.

In July 2015, YCC's female living unit added Girls Circle groups to the treatment programming. We were excited to add this evidence based program specifically designed to meet girl's needs and address their pathways to desistance.

In September 2015, YCC added the Phoenix/New Freedom 100 program. The PNF 100 is both a more current and comprehensive program as well as being gender responsive, with a specific program for females.

Looking forward

In the new year several goals have been identified for YCC. An important aspect of creating buy-in as well as fidelity to the PbS process is the involvement of the whole facility. The most successful Facility Improvement Plans have always come from a team approach to change. This year various departments and cottages will be analyzing their data and developing FIP's that address the needs specific to their areas. From the initial planning and development, to the ongoing work and reviews, they will take responsibility and ownership of their work.

At the end of 2016 a committee spearheaded by the cottage Program Directors redesigned the disciplinary and level systems to more closely match

the YCC's relational model. These new systems are based in a developmental approach. The FIP process will be integral to the implementation of the new discipline system and should continue to reduce restraint and room confinement.