

2021-2023 Budget Overview

Prepared for Senate Appropriations Senator Ray Holmberg, Chairman January 15, 2020



ND Century Code Major Statutory responsibilities:

NDCC Chapter 12-44.1 - Jails and Regional Correction Centers NDCC Chapter 12-46 – North Dakota Youth Correctional Center NDCC Chapter 12-47 – The Penitentiary NDCC Chapter 12-48 – Employment of Inmates of the Penitentiary NDCC Chapter 12-48.1 - Work Release Programs NDCC Chapter 12-52 - After Care Program for Youth Correctional Center NDCC Chapter 12-54.1 – Sentence Reduction for Good or Meritorious Conduct NDCC Chapter 12-55.1 - Pardon Board NDCC Chapter 12-59 – Parole NDCC Chapter 12-65 – Interstate Compact for Adult Offender Supervision NDCC Chapter 12-66 – Interstate Compact for Juveniles NDCC Chapter 12.1-32 - Penalties and sentencing NDCC Chapter 27-21 - Division of Juvenile Services NDCC Chapter 54-23.3 – Department of Corrections and Rehabilitation NDCC 54-23.4 – Crime Victims Compensation

2017-2019 AUDIT FINDINGS:

Information System (DOCSTARS) Data Limitation RECOMMENDATION

We recommend the Department update the DOCSTARS information system to retain the historical supervision level overrides.

The DOCRSTARS information system has been modified and now retains a chronological record of all supervision level overrides.

2017-2019 AUDIT FINDINGS:

No Segregated Override Approval RECOMMENDATION

We recommend the Department ensure supervision level overrides are approved by a Program Manager or a Lead Officer and documented by the individual approving instead of the individual seeking approval.

Supervision level policy has been changed to require all supervision level overrides which are not driven by specific policy, to be staffed, approved and documented by either a program manager or a lead officer.

2017-2019 AUDIT FINDINGS CONTINUED:

Inconsistent Approval of Pharmacy Adjustments RECOMMENDATION

We recommend the Department of Corrections and Rehabilitation implement procedures to ensure all pharmacy adjustments are accounted for and all adjustments are reviewed and approved by an individual who did not prepare the adjustment.

Processes have been modified to ensure a complete accounting of all pharmacy adjustments. All adjustments are now reviewed and approved by an individual not responsible for the preparation of the adjustment.



Purpose

To create a correctional philosophy for the State of ND

Mission

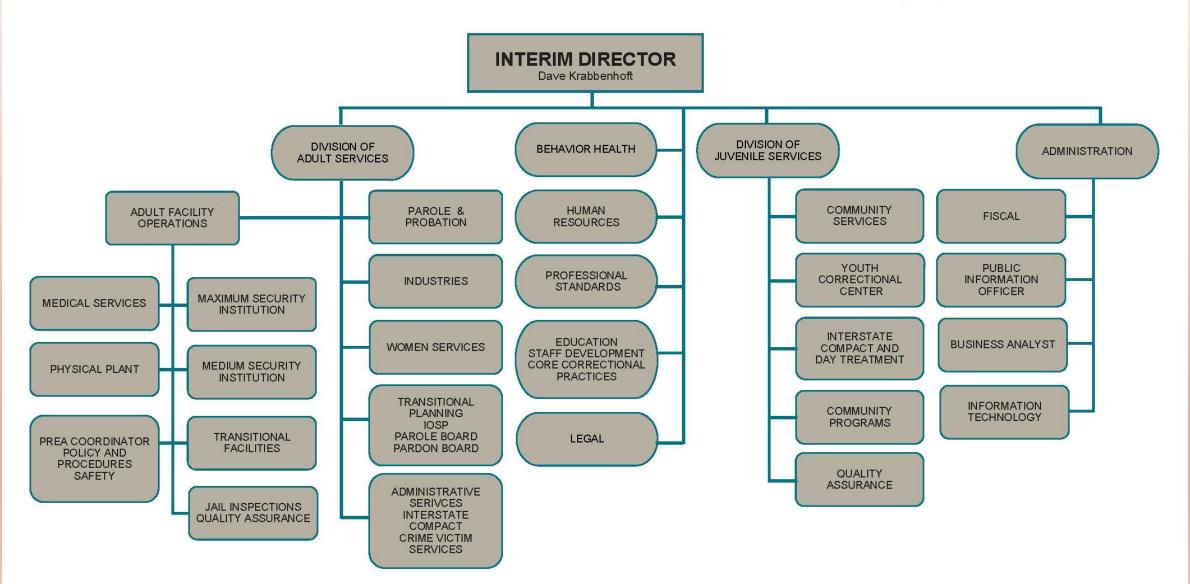
Transforming lives, influencing change, strengthening community

Vision

Healthy and productive neighbors, a safe ND

Corrections and Rehabilitation Organization Chart







ADULT SERVICES

Responsible for the care, custody, and supervision of adult offenders committed to the DOCR by the State's district courts or accepted under the interstate compact.

December 31 One Day Counts:

<u>Status</u>	2020	2018	<u>2016</u>
Inmate	1,543	1,695	1,791
Community	6,605	7,002	7,334



ADULT SERVICES

Prison Facilities

ND State Penitentiary (NDSP) – Bismarck

Men's Maximum Security Facility

Men's Orientation

Operating Bed Capacity - 779



James River Correctional Center (JRCC) –
 Jamestown

ADULT SERVICES

Men's Medium Security Facility Special Assistance Unit (SAU) Minimum Custody Unit (JRMU) Operating Bed Capacity - 497



ADULT SERVICES

Prison Facilities

Missouri River Correctional Center (MRCC) –
 Bismarck

Men's Minimum Custody Facility
Operating Bed Capacity - 187



ADULT SERVICES

Prison Facilities

Proposed Women's Facility – YCC Campus

Maple and Hickory Cottages

Minimum Custody

Operating Bed Capacity - 46



Prison Facilities

- Contract Operated
- Dakota Women's Correctional and Rehabilitation
 Center (DWCRC) New England

Women's Facility – All Custody Levels

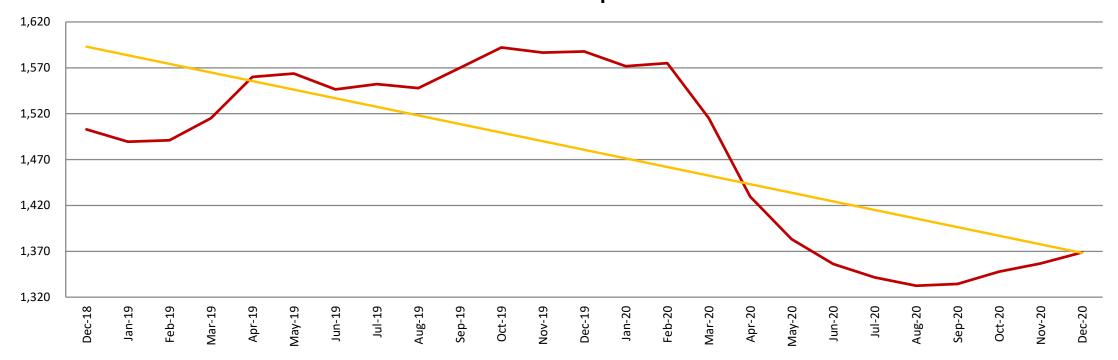
Orientation Facility

Operating Bed Capacity - 126

ADULT SERVICES



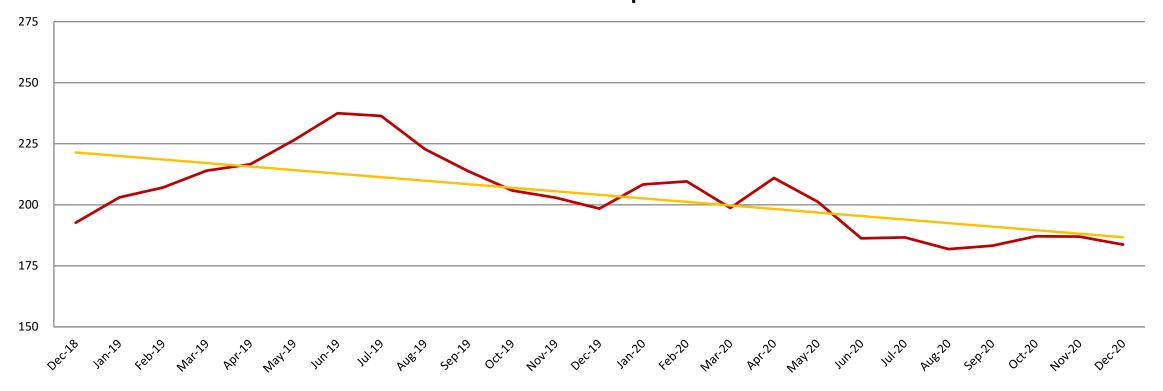
Male Inmate Population





Rehabilitation

Female Inmate Population





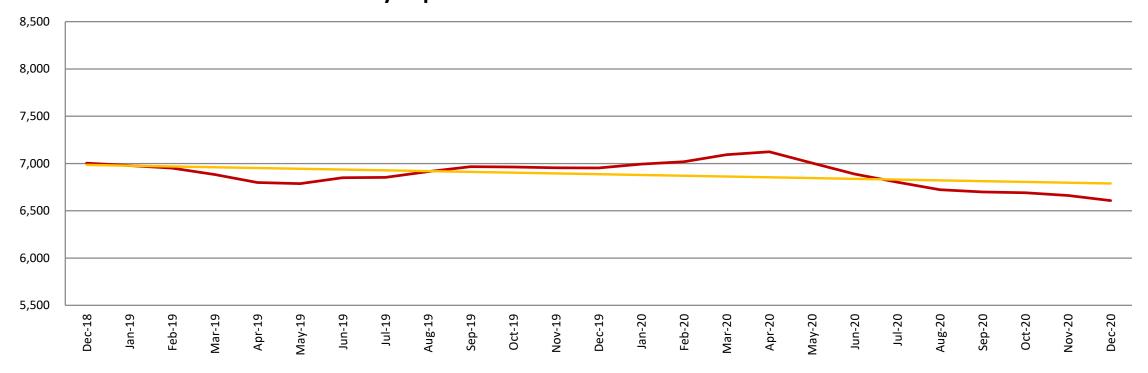
Community Supervision of Adult Offenders

- Provide supervision of adult offenders that are sentenced to probation by the district court, that are released on parole by the ND Parole Board, or accepted under the interstate compact
- Sixteen regional offices located throughout the State
 - Beulah, Bismarck, Bottineau, Devils Lake, Dickinson, Fargo, Grafton, Grand Forks, Jamestown, Mandan, Minot, Oakes, Rolla, Wahpeton, Washburn, Williston





Community Supervision – Men and Women





Community Based Programs

- Divert offenders from prison
- Assist offenders after release from incarceration
- Contract Operated Housing / Transition / Treatment
 - Bismarck, Mandan, Jamestown, Fargo, Grand Forks, and Devils Lake

Pretrial Services

- Supervise Defendants
 - Monitor Release Conditions
 - Connect with Community Services
 - Promote Behavior Change

Administrative Support to the ND Parole Board and the ND Pardon Advisory Board





Victim Programs and Victim Compensation

- Crime Victim Compensation (CVC)
- Victims of Crime Act (VOCA)

Roughrider Industries

- Metal and Wood Fabrication, Cut and Sew, License Plates, CAD and Graphic Design, Laser Cutting and Engraving, Commissary, and DOCR Land Management
 - NDSP
 - JRCC
 - MRCC
 - Proposed Women's Facility (YCC Campus)





JUVENILE SERVICES

Responsible for the care, custody, and supervision of juveniles committed to the DOCR by the State's juvenile courts.

December 31 One Day Counts:

<u>Status</u>	2020	2018	2016
Residential (YCC)	22	41	51
Community	96	109	111



JUVENILE SERVICES

Youth Correctional Center (YCC)

- Secure Residential Coed Correctional Facility Located in Mandan
- Provide Appropriate Education and Programming to Address Specific Needs of Each Youth in Residence



Juvenile Community Services

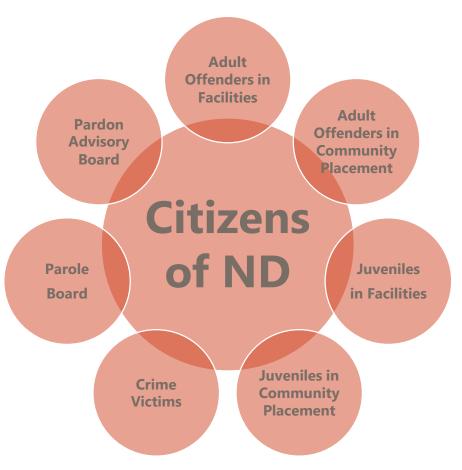
- Eight Regional Offices Located Throughout the State:
 - Bismarck, Devils Lake, Dickinson, Fargo, Grand Forks, Jamestown, Minot, Williston

Provide Comprehensive Assessment, Treatment Planning and Case Management for Youth Committed to its Care, Custody and Control





Be Legendary.[™]





Measures: Outcomes and Successes

Recidivism	Walkaways
Revocation	Violent Offenses
Successful Supervision Completion	Community Service Projects
Days at Liberty	Behavioral Health Program Completions
Active Revocation/Absconder Rates	HS Diploma and GED Earned
Facility Safety Metrics	Secondary Education Class Transcripted
Escapes	Vocational Training Completed



JOURNEY

Criminal Justice Reform

Humanity

Keeping Youth in the Community

Training and Education for Personnel

Increase Community Partnerships



ACCOMPLISHMENTS

- Normalization, Dynamic Security, Progression, Import Model (Norway)
- Evidenced Based Practices
 - Train and Implement Motivational Interviewing (MI) and Effective Practices in Community Supervision (EPICS), guides staff and client interactions, incorporates humanity and concern to interactions, shift to customer / client approach
- Streamline Business Practices
 - Increase Online Business Interaction Crime Victims Application, Crime Victims Grant Management, Fee Payment (SECRUS)
 - Resident Technology Tablets, Video Visitation, Calls
 - Data Dashboards Recidivz partnership
 - Medical Record Lifeboat



ACCOMPLISHMENTS

- Increased Community Involvement
 - Volunteer Groups
 - Prison Fellowship Partnership
 - VERA and AMEND Partnership (Restoring Promise)
 - Children of Incarcerated Parents Initiative
- Communication / Transparency
 - Public Information Officer
 - Public Dashboard (Recidivz) https://dashboard.docr.nd.gov/us_nd/overview
- Employee Focused
 - Increase Wellness Awareness / Efforts
 - Improved / Focused Staff Training
 - Formation of employee diversity workgroup



ACCOMPLISHMENTS

- Emerging Adults Supervision Program
 - Collaborative effort between adult parole and probation and juvenile community services to improve community supervision outcomes for 18-24 year olds
- Pretrial Services Pilot
 - North Central; East Central, and South Central Judicial Districts
- COVID Response
 - Reduced resident population in DOCR facilities
 - Modified community supervision strategies
 - Conducted routine COVID-19 testing Staff and Residents all Facilities
 - NDSP wastewater testing
 - Deployed internal and external tele-services (medical, behavioral health, education, visitation, work)
 - RRI produced and provided PPE and other wellness products to the public and federal, state and local governments



HOW MUCH RISK ARE WE WILLING TO TAKE?

- Reinvention of the way the DOCR performs its public safety mission will have to address the public's and policymakers' willingness to tolerate more risk and perceived increased risk.
- Until public opinion shifts from equating incarceration with safety, any reduction in incarceration will be cited as the cause for crime. How much risk are we willing to take?



Healthy and Productive Neighbors, a Safe North Dakota

The vision is a correctional agency that is highly effective in transforming lives, influencing change, and strengthening community. A correctional agency that has less people under its care and supervision. A correctional agency that has successfully redirected resources "upstream" that prevent / divert people with substance abuse and mental health issues from the criminal / juvenile justice system. A correctional agency that is a key contributor to a safe North Dakota.



NECESSITIES

- Invest in workforce
- Strengthen and expand community involvement (jobs, housing, education, behavioral and mental health)
- Coordinated approach / improved collaboration with courts, law enforcement, human services
- Data supported / driven management (focus resources on what works)
- Technology to leverage efficiencies (tele-health, tele-work, distance learning, offender management, professional development, citizen engagement, business operations)



CHALLENGES / GOALS – DOCR

- To improve the work experience for team members
- To provide facilities driven by forward-thinking philosophy of care
- To leverage resources, engage communities and improve lives
- Promote a culture of respect, dignity, and evidence-based practice



CHALLENGES / GOALS – ADULT SERVICES

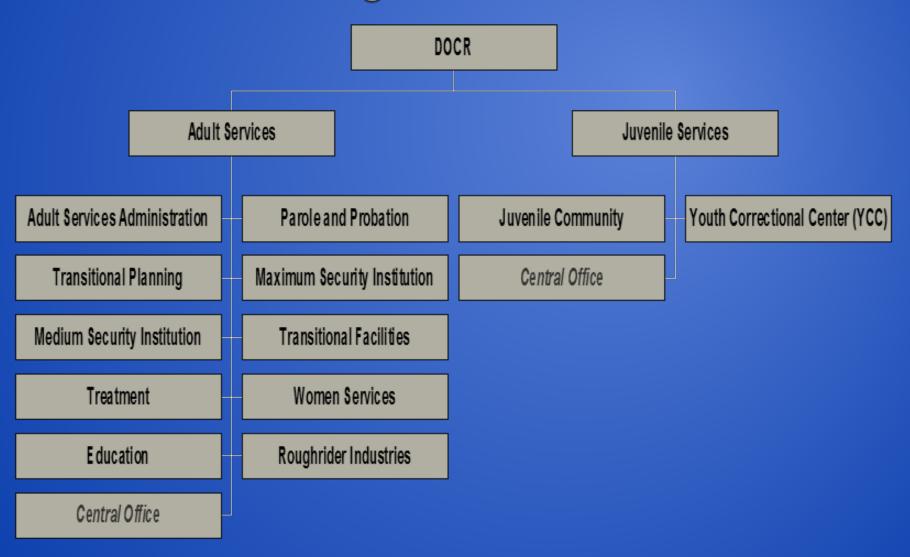
- Sustain reduced facility and community housing operational capacities
- Establish women's minimum custody housing unit on YCC campus
- Establish right-sized caseloads for community supervision through implementation of system that allows for DOCR to manage inflows and outflows
- Move from regional office model to community resource center model



CHALLENGES / GOALS – JUVENILE SERVICES

- Provide community based services in nearly every case.
- When youth are removed from their homes, placement times will be shorter and placement will be closer to home.
- Case management certification process completed and operational.
- Continue to insist that Performance-based Standards guide continuous improvement plans in all residential settings.

DOCR Budget Structure



DOCR Budget Information

<u>Line Item</u>	2019 – 21 <u>Base Level</u>	2021 – 23 <u>Change</u>	2021 – 23 <u>Recommendation</u>
Adult Services	\$236,625,947	\$13,155,687	\$249,781,634
Juvenile Services	31,785,068	(7,393,301)	24,391,767
Total	<u>\$268,411,015</u>	<u>\$5,762,386</u>	<u>\$274,173,401</u>
General Fund	\$228,286,826	\$893,096	\$229,179,922
Other Fund	\$40,124,189	\$4,869,290	\$44,993,479
FTE	899.79	8.00	907.79

- 2021 2023 Recommendation:
 - Adult Services Administration \$16,020,350
 - Planning, leadership, administrative services, and program management
 - Administration of the federal interstate compact
 - Management of parole and probationers that cross state lines (to and from North Dakota)
 - Administration of crime victim programs
 - Victims of Crime Act (VOCA)
 - Crime Victims Compensation (CVC)
 - 5.0 FTE
 - 6.4% of adult services recommendation

- Parole and Probation & Pretrial \$30,588,558
 - Provide for the supervision of adult offenders on parole probation and /or pretrial status
 - Needs based
 - Risk reduction
 - 16 regional offices
 - Specialized caseloads
 - Drug Court
 - Re-entry
 - Transition
 - Sex offender

© 2019 – 2021 Executive Recommendation:

- Parole and Probation
 - Pre-Trial Services 6 Judicial Districts (3 new districts)
 - Collect and provide relevant information to be used by judicial officers in making pre-trial release and detention decisions
 - Monitoring and supervision of individuals released with conditions pending trial
 - 6,605 12/31/20 one day count of adult offenders on community supervision
 - 132.6 FTE (14.0 new FTE; 5 Pretrial, 9 Officers)
 - 12.3% of adult services budget recommendation

○ 2021 – 2023 Recommendation:

- Transitional Planning \$3,346,856
 - Plan, coordinate and implement strategies that best utilize resources to manage offender movement throughout the DOCR
 - Inmate classification
 - Transition from prison to community (TPC)
 - Victim notification
 - Offender reporting instructions
 - Legal documentation
 - Transportation
 - Inmate legal records

○ 2021 – 2023 Recommendation:

- Transitional Planning
 - Inmate / offender transportation (DOCR and contract facilities, parole revocation)
 - Administrative support to the ND Parole Board and the ND Pardon Advisory Board
 - 12.0 FTE
 - 1.3% of adult services executive budget recommendation

- 2021 2023 Recommendation:
 - ND State Penitentiary (NDSP) \$42,175,519
 - Maximum security institution responsible for the management and housing of adult male offenders with the greatest risk (highest custody level) within the DOCR.
 - Reception and orientation for all male admissions into the prison system
 - Behavioral Intervention Unit (BIU)
 - 733 FY2020 average daily population
 - 605 12/31/20 one day count
 - 779 2021-23 operational bed capacity

- 2021 2023 Recommendation:
 - ND State Penitentiary (NDSP)
 - Facility administration
 - Food services Prepare and serve three nutritious wellbalanced meals daily
 - \$1.56 average budgeted food cost per meal
 - 1.48 million 2021-23 estimated number of prepared meals
 - Security / Supervision Provide for a safe and secure environment for public, staff and residents
 - Work programs reduce prison idleness by providing work opportunities and by teaching job skills and work ethic

- © 2021 2023 Recommendation:
 - ND State Penitentiary (NDSP)
 - Inmate canine assistance program (ICAP)
 - 227.00 FTE
 - 16.9% of adult services budget recommendation

- 2021 2023 Recommendation:
 - James River Correctional Center (JRCC) -\$32,986,653
 - Medium security institution responsible for the management and housing of medium security adult male offenders within the DOCR.
 - James River Minimum Unit (JRMU)
 - Special assistance unit (SAU)
 - Inmate canine assistance program (ICAP)
 - Provide food and laundry service to ND State Hospital
 - 474 FY2020 average daily population
 - 417 12/31/20 one day count
 - 497 2021-23 operational bed capacity

- 2021 2023 Recommendation:
 - James River Correctional Center (JRCC)
 - Facility administration
 - Food services Prepare and serve three nutritious wellbalanced meals daily
 - \$1.79 JRCC average budgeted food cost per meal
 - 1.18 million 2021-23 JRCC estimated number of prepared meals
 - \$1.02 million 2021-23 NDSH budgeted food cost
 - Security / Supervision Provide for a safe and secure environment for public, staff and residents

- 2021 2023 Recommendation:
 - James River Correctional Center (JRCC)
 - Work programs reduce prison idleness by providing work opportunities and by teaching job skills and work ethic
 - 167.69 FTE
 - 13.2% of adult services budget recommendation

- 2021 2023 Recommendation:
 - Transitional Facilities \$24,247,937
 - Encompasses the management and operation of the proposed Missouri River Correctional Center and the management of contract treatment and community beds
 - MRCC is a minimum security institution responsible for the management and housing of minimum security adult male offenders within the DOCR
 - 169 FY2020 average daily population
 - 89 12/31/20 one day count
 - 187 2021-23 operational bed capacity

- 2021 2023 Recommendation:
 - Transitional Facilities
 - Contract facilities include:
 - Bismarck Transition Center (BTC)
 - Centre, Inc. Mandan, Fargo, Grand Forks
 - Teen Challenge Mandan
 - Lake Region Transition Devils Lake
 - Redemption Road Fargo, Jamestown

○ 2021 – 2023 Recommendation:

- Transitional Facilities
 - Facility administration
 - Food service - Prepare and serve three nutritious wellbalanced meals daily
 - \$1.64 average budgeted food cost per meal
 - 430,964 2021-23 estimated number of prepared meals
 - Security / Supervision Provide for a safe and secure environment for public, staff and inmates
 - Work programs reduce prison idleness by providing work opportunities and by teaching job skills and work ethic

© 2021 – 2023 Recommendation:

- Transitional Facilities
 - Contract community / treatment beds provide housing, transition and treatment services to adult offenders
 - 37.00 FTE
 - 9.7% of adult services budget recommendation

DOCR

Adult Services

- 2021 2023 Recommendation:
 - Treatment (Behavioral Health) \$19,943,617
 - Development, coordination, oversight and delivery of treatment and programs to adult offenders
 - Individualized assessment, treatment programming and case management services
 - Services and programs:
 - Administering and managing offender assessments
 - Variety of curriculums targeting criminal thinking
 - Free Through Recovery (FTR)
 - Substance abuse treatment
 - Sex offender treatment institutional and community

- 2021 2023 Recommendation:
 - Treatment (Behavioral Health)
 - Services and programs:
 - Mental health and crisis intervention programs
 - Conflict resolution / anger management
 - Pastoral services
 - 46.0 FTE
 - 8.0% of adult services budget recommendation

- 2021 2023 Recommendation:
 - Education \$6,893,568
 - Academic and career and technical education course work in academic core content, elective and CTE areas that lead to certifications and prepare offenders for employment once released
 - Educational assessment
 - Special education
 - Basic skills (YCC collaboration)
 - Read Right
 - GED / high school diploma
 - Career counseling
 - Library services

- 2021 2023 Recommendation:
 - Education
 - Career and technical education
 - Welding
 - Trade Industry and Construction
 - 22.26 FTE
 - 2.7% of adult services budget recommendation

DOCR

Adult Services

- 2021 2023 Recommendation:
 - Women Services \$11,705,247
 - Renovate Maple and Hickory Cottage located on YCC Campus to women's minimum custody housing
 - 2021-23 operational bed capacity 46
 - Food services Prepare and serve three nutritious wellbalanced meals daily
 - \$1.66 average budgeted food cost per meal
 - 100,549 2021-23 estimated number of prepared meals
 - Security / Supervision Provide for a safe and secure environment for public, staff and residents
 - Work Programs reduce prison idleness by providing work opportunities and by teaching job skills and work ethic

© 2021–2023 Recommendation:

- Women Services
 - Contract management of women's housing contract –
 Dakota Women's Correctional and Rehabilitation Center
 (DWCRC) New England, ND
 - 111 FY2020 average daily population
 - 100 12/31/20 one day count
 - 31.00 FTE
 - 4.7% of adult services budget recommendation

- 2021 2023 Recommendation:
 - Roughrider Industries \$17,346,448
 - Employment of approximately 170 residents
 - Manufactured products include:
 - Furniture
 - Upholstered products
 - Signage
 - License plates
 - Metal fabricated products
 - Inmate clothing
 - Military garments
 - Plastic bags
 - Cattle Panels

- © 2021 2023 Recommendation:
 - Roughrider Industries
 - Prison commissary operations
 - 100% of profits support educational programming
 - No general funds
 - 31.00 FTE
 - 6.9% of adult services budget recommendation

- 2021 2023 Recommendation:
 - Central Office Adult (DOCR Administration) -\$44,526,881
 - Administration
 - Human resources
 - Information technology (Unification)
 - Fiscal operations
 - Training and Inspections

- 2021 2023 Recommendation:
 - Central Office Adult (DOCR Administration)
 - Medical Services
 - Medical, dental, and mental health care services provided at a constitutional standard of health care (on-site and offsite services)
 - Pharmacy
 - Plant Services
 - Daily operation and maintenance of all DOCR facilities, grounds and equipment.
 - Manages to completion all capital and extraordinary repair projects

- 2021 2023 Recommendation:
 - Central Office Adult (DOCR Administration)
 - 103.00 FTE
 - (4.88) FTE IT Unification
 - 17.8% of adult services budget recommendation

- 2021 2023 Recommendation:
 - Total Adult Services recommendation -\$249,781,634
 - Total general fund \$210.4 million
 - Total FTE 784.55

DOCR

Adult Services

- © 2021 2023 Significant Budget Changes:
 - Employee Compensation \$3.9 million
 - · 2% & 2% Compensation Adjustment \$3,722,687
 - Teacher Composite Adult \$156,694
 - Free Through Recovery Expansion \$1.0 million
 - Community Corrections Resources \$2.0 million
 - Pretrial Expansion \$910,000
 - One-time Funding \$2.1 million
 - Facility Equipment \$306,000
 - RRI Equipment \$1,281,988
 - RRI Storage Warehouse \$500,000
 - Position Transfer 30.0 FTE \$4.5 million
 - To Women's Services from YCC

- © 2021 2023 Recommendation:
 - Juvenile Community \$9,787,582
 - Supervision and treatment programming
 - Develop and implement individualized treatment and rehabilitation plans, based on comprehensive needs / risk assessments
 - Administration and management of community based treatment programs
 - Day Treatment
 - Intensive In-home

- © 2021 2023 Recommendation:
 - Juvenile Community
 - Sheriff transportation fees (juvenile transports)
 - Administration of interstate compact for juveniles
 - 32.50 FTE
 - 40.1% of juvenile services budget recommendation

- 2021 2023 Recommendation:
 - Youth Correctional Center (YCC) \$9,286,373
 - Facility administration
 - Food services
 - Serve and prepare three nutritious meals and an evening snack to YCC residents and on-duty staff on a daily basis
 - Treatment services
 - Assessment, individualized treatment programming and case management services
 - Cognitive-behavioral counseling
 - Drug and alcohol programming
 - Family day sessions

- 2021 2023 Recommendation:
 - Youth Correctional Center (YCC)
 - Treatment services
 - Effective communication motivational strategies (ECMS)
 - Mental health services
 - Victim impact programming
 - Education services
 - Fully accredited junior / senior high school Marmot Schools and adult education program
 - Academic education course work towards eighth grade and high school diploma
 - Career and technical education entry level vocational skills

- 2021 2023 Recommendation:
 - Youth Correctional Center (YCC)
 - Education services
 - Adult education alternative education for those 16 years of age or older
 - Special education
 - Assessment and counseling
 - Adult services collaboration
 - Security / Supervision
 - Public safety
 - Quality care and supervision of juveniles in residence
 - Brown and Pine cottages

- © 2021 2023 Recommendation:
 - Youth Correctional Center (YCC)
 - 47.24 FTE
 - 38.1% of juvenile services budget recommendation

- 2021 2023 Recommendation:
 - Central Office Juvenile (DOCR Administration)
 - \$5,317,812
 - Administration
 - Human resources
 - Information technology
 - Fiscal operations
 - Training and Inspections

- 2021 2023 Recommendation:
 - Central Office Juvenile (DOCR Administration)
 - Medical Services
 - Medical, dental, and mental health care services provided at a constitutional standard of health care (on-site and offsite services)
 - Pharmacy
 - Plant Services
 - Daily operation and maintenance of all DOCR facilities, grounds and equipment.
 - Manages to completion all capital and extraordinary repair projects

- © 2021 2023 Recommendation:
 - Central Office Juvenile (DOCR Administration)
 - 13.50 FTE
 - 21.8% of juvenile services budget recommendation

- © 2021 2023 Recommendation:
 - Total Juvenile Services recommendation -\$24,391,767
 - Total general fund \$18.8 million
 - Total FTE 93.24

- © 2021 2023 Significant Budget Changes:
 - Employee Compensation \$612,538
 - 2% & 2% Compensation Adjustment \$564,900
 - Teacher Composite \$47,638
 - Position Transfer (30.0) FTE \$(4.5) million
 - From YCC to Women's Services

DOCR

19-21 CARES Act Funding

- \$11,169,204 total federal funding received
- \$7.6 million correctional officer salaries
- County Jails \$2.1 million
- Community Housing \$1 million
- \$354,000 Equipment and supplies for COVID mitigation
- \$123,000 medical needs
- (Telework equipment received from NDIT)