The Insider
North Dakota Department Of Corrections And Rehabilitation

Parole Officer Academy Implemented

By: Corey Schlinger, Parole Officer III & Training Coordinator

In May 2015, the North Dakota Parole and Probation Office started a two week Parole Officer Academy class. The academy consists of a number of classes specific to a parole officer's position and the mission of the DOCR. These classes include LSI-R Assessment Certification, Evidence Based Sentencing, Interstate Compact, Transition from Prison to Community (TPC), Core Correctional Practices, Introduction to SCRAM, Introduction to GPS, a Victim Services Overview, DNA Certification, Room Entry and Clearing, Drug and Alcohol Testing, Pre-sentence Investigations, Case Planning, Managing Behavior, DOCSTARS Overview, Case entry/ legal documents, and Parole & Probation searches. Officers are also required to sit in on the Parole Board hearings and on the DOCR Case Planning Committee meeting. Officers are then given a variety of practical exercises that they must complete, along with a written examination to complete the Academy.

To become a parole officer you must be a licensed peace officer, a certified correctional officer, and possess a bachelor's degree in a social science. New parole officers come from a variety of backgrounds and education; therefore, we have identified a real need for an extensive parole specific training program on the

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North Dakota Department of Corrections and Rehabilitation Celebrates National Crime Victims' Rights Week

The Office for Victims of Crime (OVC) helps lead communities throughout the country in their annual observances of National Crime Victims' Rights Week (NCVRW) every April by promoting victims' rights, and honoring crime victims and those who advocate on their behalf. This year's National Crime Victims' Rights Week was April 10-16, and the theme - *Serving Victims. Building Trust. Restoring Hope.* - presents the opportunity to highlight the importance of providing needed services at the earliest stage of victimization. Early intervention helps prevent both further victimization and involvement in the criminal justice system, thus addressing the cycle of violence and restoring hope for the future.

The North Dakota Victim Services Program provided information to serve victims, build trust, restore hope and raise community awareness of the importance of supporting victims through the use of a mass media campaign throughout the State of North Dakota. Billboards advertised in Bismarck, Washburn, Bowman and Dickinson and advertisements were placed in multiple newspapers around the state promoting the theme and contact information. Flyers, posters and stickers were distributed throughout state, county and community organization. Informational emails were sent out department wide.

Governor Dalrymple proclaimed April 10-16 2016 as Crime Victims' Rights Week in the State of North Dakota.

For additional information about National Crime Victims' Rights Week, the Fair Treatment of Victims and Witnesses & Child Victim and Witness Fair Treatment Standards: (North Dakota Century Code 12.1-34 & 12.1-35.) and how to assist victims in your community, please contact Carisa Upton at 1-888-568-4410 or visit the ND DOCR Victim Services Program website at http://www.nd.gov/docr/programs/victims.html.

DOCR Mission

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

DOCR Vision

A safer North Dakota through effective correctional services.

Behavior Modification in the JRCC Special Assistance Unit

By: Shannon Alexander, Ph.D.

"We can achieve a sort of control under which the controlled, though they are following a code much more scrupulously than was ever the case under the old system, nevertheless feel free. They are doing what they want to do, not what they are forced to do. That's the source of the tremendous power of positive reinforcement-- there's no restraint and no revolt. By careful cultural design, we control not the final behavior, but the inclination to behave-- the motives, desires, the wishes." B.F. Skinner

Behavior modification is a treatment approach, based on the principles of operant conditioning, replacing undesirable behaviors with more desirable ones, primarily through reinforcement. The principles of operant conditioning have been around since the 1920's with close to a hundred years of consistent empirical support for the role of reinforcement and punishment in the learning process.

Beginning in July 2015, a shift occurred in the treatment programming efforts in the Special Assistance Unit (SAU) towards the consistent application of behavior modification procedures. Prior to this implementation, there were difficulties in regards to consistency, an emphasis on punishment, and less focus on reinforcement. It was agreed that an empirically supported approach utilizing reinforcement procedures was called for in order to address the behaviors of five individuals with the most refractory presentations.

Individualized behavior plans with identified target behaviors, alternative desirable behaviors, and coping skills were drafted. When the gentlemen engage in identified pro-social, coping behaviors, staff responds by providing reinforcers. Some examples of reinforcers that have been used include watching movies, being able to use special arts & crafts materials, extra time outdoors, playing a game with staff or a peer, or a tangible reinforcer such as a snack. As you can imagine, this approach is quite different from that typically applied in a correctional setting; however, staff have been very supportive of these efforts.

The main concentration of this program is consistent reinforcement of behavior with relatively few punishment procedures being utilized. Punishment that is used typically includes an extinction procedure (the intentional withdrawal of reinforcement of maladaptive behaviors) or being issued a report. The underlying message of reinforcement is that we are recognizing good decision-making and supporting these gentlemen's recovery efforts. There is no coercion; they continue to make their own choices, whether those happen to be "good" or "bad." However, through

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reinforcement, the focus is to make the option of engaging in pro-social or coping behavior more attractive. Learning and consistent practice and coaching of social and coping skills is a second focus of the program. Skills practice and utilization are consistently reinforced.

One skill that is often practiced with the SAU gentlemen is that of "Using Self Control." The skill steps include:

1. Tune in to what is going on in your body that helps you know you are about to lose control of yourself.
2. Decide what happened to make you feel this way.
3. Think about ways in which you might control yourself.
4. Choose the best way to control yourself and do it.

In regards to results of this intensive approach, the gentlemen of SAU have responded quite favorably to the behavior modification procedures. There have been significant decreases in use of force, SORT activation, and acts of aggression in SAU. There has been an increase in medication compliance as well as a reduction in the number of self-harm behaviors and Observation placements for this group. Finally, there is an appreciable increase in quality of life, with more out-of-cell time, pro-social interactions with staff, progression through the SAU levels, and discharges to general population. Staff in SAU generally has reported an increase in job satisfaction and an excitement in seeing the day-to-day results of this program.

A specific example is that of S.L. He had become stuck at the most restrictive level of programming in SAU due to his chronic threats of violence towards others, manufacturing weapons and concoctions of bodily fluids, and an inability to appropriately interact with staff. He had made statements that he was watching staff for an opportunity to attack a specific staff member and bite out a section of his jugular vein. He was regularly non-compliant with his prescribed psychotropic medications. SORT was activated regularly to respond to acute aggressive and dangerous behavior. For a period of 6 days in December 2014, Mr. L. was in a cell throwing urine and feces and spitting blood. In the beginning of the behavior modification program, he clearly expressed he was only engaging in the pro-social behaviors and coping skills practice in order to gain the reinforcers and expressed that he thought the program was "stupid." Within a few months of beginning the program, staff began noting that Mr. L. was utilizing his coping skills regularly and, notably, during high-risk situations. Incidents of aggression, threats towards staff, misbehavior dramatically decreased while instances of pro-social behavior and medication compliance significantly increased. Within 8 months, he had been transferred to general population at NDSP, a long-term goal for Mr. L.

Moving forward, the plan is for behavior modification to be implemented in various formats across the DOCR. SAU will begin a unit wide implementation of behavior modification in the near future. Recently, Administrative Segregation has rolled out an intensive program with individualized behavior plans for individuals housed on A wing whereas a more general reinforcement plan is being utilized on C wing.

Change is Happening at the Missouri River Correctional Center

By: Candace Rittenbach, Unit Manager

Humanity, normalization, dynamic security, import model, and progression are all components that are being discussed on a regular basis at the Missouri River Correctional Center (MRCC). Since learning about the "Norwegian Experience" staff members have been working on initiatives towards making changes to improve offender outcomes upon release. Some of the initiatives are also helping give back to the State Parks and the flood control project in Bismarck.

Early this spring four MRCC residents, along with their supervisor, started clearing away trees to help with the levy flood control project. This year instead of cutting up all the wood for firewood some of these trees will be donated to projects that the residents and staff can say they had a part in creating. The first project is in conjunction with the Dickinson State University cutting trees for the Theodore Roosevelt Elkhorn Cabin. It will be a replica of the cabin built in 1884 by President Roosevelt and was 60 feet by 30 feet built with Cottonwood trees. The second project is for the Fort Abraham Lincoln State Park and the Ash trees will be used to build earth mounds this summer. These types of projects help the residents feel their jobs are meaningful and also provide an opportunity to learn skills. One of the residents on this crew has been incarcerated for nearly twenty years. According to the supervisor this resident has now learned the skill of working a chainsaw, driving a pay loader, and a skid-steer. These are all skills that can assist the resident with finding a job in the community.

Another initiative that MRCC has been developing further is the work release program. For the last few years residents with eighty-five percent and minimum-mandatory sentences have been the individuals accepted into the work release program at MRCC. Normalization and progression are now being applied to more residents through the work release program. The goal is to have thirty-six residents continuously on work release to reintegrate them back into society, give them an opportunity to save money for release, and wear clothing similar to what they will wear once they are released. As of March 23, 2016, 28 individuals

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have been approved work release with more being approved almost weekly. Historically, case managers assisted with job interviews for the residents and now security staff are having the opportunity to increase dynamic security by bringing residents to job interviews.

The Transitional Housing Unit (THU) has also been added to the Missouri River Correctional Center. This is a 36 bed unit that is similar to apartment living, minus their own kitchen. A dayroom is included with the building, and couches, dining tables, and a television have been added in the dayroom to make THU feel more like a home. To date the residents report that they are enjoying the opportunity to live in an environment similar to what they will experience when released, a standard mattress to sleep on and only having to share their shower with one other individual. The goal with this unit is to have the 36 residents that are on work release living in this unit.

As MRCC continues to make progress and adjustments, staff and residents have the ability to put forth ideas on how to increase normalization for the residents as they get closer to their release in to the community. Three committees have been implemented to research humanity incentives, and these committees will be making proposals for escorted outings, job fairs, and family activities. The education staff have been working on ideas on how to bring the import model to MRCC. Residents have also been asked to submit ideas for tangible reinforcement items, as well as enhanced privileges that they feel would benefit them as they are transitioning.

A Message from the Editor

The Insider Newsletter is an official publication of the North Dakota Department of Corrections and Rehabilitation, and is published four times each year. Its goal is to enhance communication and keep staff, and all those interested, informed of developments and achievements throughout the Department. All employees are encouraged to submit articles, letters, comments, and ideas for future issues of The Insider to be considered in the next publication. The Editor reserves the right to edit or exclude, if deemed inappropriate, any items submitted for publication. Please e-mail articles to:

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North Dakota
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Organizational Characteristics. All DOCR Inmates. One Day Counts on the Last Day Of The Month. These numbers use the Association of State Correctional Administrators (ASCA) Performance Based Measurement Standards (PBMS) and are based on the controlling sentence.	**January 2016**	**February 2016**	**March 2016**	**April 2015**	**May 2015**	**June 2015**	**July 2015**	**August 2015**	**September 2015**	**October 2015**	**November 2015**	**December 2015**
General Organization Information												
Prisoners Housed in NDSP, JRCC, MRCC	1,325	1,337	1,363	1,378	1,353	1,354	1,390	1,373	1,389	1,386	1,380	1,345
Prisoners Outsourced	466	438	448	419	401	397	396	397	412	425	421	450
Total Inmates Under DOCR Responsibility	**1,791**	**1,775**	**1,811**	**1,797**	**1,754**	**1,751**	**1,786**	**1,770**	**1,801**	**1,811**	**1,801**	**1,795**
Average Length of Sentence (Years)	7	7	7	6.60	6.75	6.78	6.68	6.72	6.62	6.61	6.64	6.66
Prisoners Serving Sentences Of Court (Prison Sentence)												
Inmates Serving Less Than 1 Year	12	12	13	12	13	9	14	14	11	12	13	12
Inmates Serving 1 to 3 Years	888	885	913	893	856	854	888	876	910	909	895	895
Inmates Serving 3 to 5 Years (3.01 to 5)	316	304	310	325	315	316	309	302	307	314	313	312
Inmates Serving 5 to 10 years (5.01 to 10)	235	233	232	229	228	229	229	233	230	232	236	232
Inmates Serving 10 to 20 Years (10.01 to 20)	160	162	163	160	163	162	167	167	164	163	165	162
Inmates Serving 20 to 40 Years (20.01 to 40)	85	84	84	86	86	87	85	83	84	85	84	86
Inmates Serving More than 40 Years (40.01 plus)	17	17	18	18	18	18	18	18	18	18	17	18
Inmates Serving Life with Parole	41	41	41	39	40	41	41	41	41	41	41	41
Inmates - Life Without Parole	37	37	37	35	35	35	35	36	36	37	37	37
Inmates - Death Sentence	0	0	0	0	0	0	0	0	0	0	0	0
Crime Distribution Statistics (Controlling Sentence)												
Part 1 Violent Crime Inmates	567	563	579	579	578	582	580	574	570	567	565	565
Other Violent Crime Inmates	247	237	248	255	248	252	249	245	265	258	256	253
Property Crime Inmates	315	300	306	293	277	267	288	292	292	310	306	313
Drug Offense Inmates	499	502	513	462	456	459	487	489	497	510	502	493
Other Public Order Offense Inmates	163	173	165	208	195	191	182	170	177	166	172	171
Inmate Demographics												
Average Inmate Age	36	36	36	36.21	36.32	36.25	36.25	36.26	36.31	36.31	36.34	36.32
Male Inmates	1,571	1,552	1,580	1,575	1,546	1,536	1,562	1,558	1,583	1,591	1,594	1,587
Female Inmates	220	223	231	222	208	215	224	212	218	220	207	208
White Inmates	1,177	1,167	1,187	1,183	1,149	1,158	1,186	1,001	1,180	1,181	1,176	1,181
Black Inmates	148	146	149	124	122	121	121	129	132	138	136	141
Native Hawaiian or Pacific Islander Inmates	0	0	0	0	0	0	0	0	0	0	0	0
American/Alaskan Native Inmates	347	342	349	382	372	358	380	363	370	369	373	357
Hispanic or Latino Inmates	106	108	114	94	96	99	104	101	106	108	103	102
Asian Inmates	8	7	7	6	8	8	7	7	8	9	7	8
Other Race/Ethnicity Inmates	5	5	5	8	7	7	8	7	5	6	6	6
Inmates With Unknown/Missing Race/Ethnicity	0	0	0	0	0	0	0	0	0	0	0	0
Inmates Non-Citizens	22	23	24	24	23	15	17	18	21	21	20	23

http://www.nd.gov/docr/media/stats.html

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front end of the hiring. Upon hire, some staff are sent to the Police Academy for 12 weeks to obtain their peace officer certification. While this satisfies the Licensed Peace Officer requirement, these new officers still require specialized parole training to effectively do their jobs. With caseloads at all-time highs, officers do not have much of an opportunity for transition time. Therefore, the Parole Officer Academy has been developed to get this immediate, specialized training to new parole officers.

To date three Parole Officer Academy Classes have been held totaling 18 new officers. Thanks to the outstanding participation and feedback from staff the courses are continuously being evaluated, to optimize the training experience for new officers.

Parole Board Members

Parole Board Members are appointed by the Governor for a three-year term. The Parole Board Members are listed as follows:

Members	Location
Duane Houdek, Chairman	Bismarck
Mandy Maxon	Bismarck
Lynn Jordheim	Fargo
Robert Udland	Fargo
James Prochniak	West Fargo
Jennifer Thompson	Fargo

Pardon Advisory Board Members

Pardon Advisory Board Members are appointed by the Governor for an open ended term to include the attorney general, two members of the parole board, and 2 citizens/residents of the state. The Pardon Board Members are listed as follows:

Members	Location
Duane Dekrey, Chairman	Pettibone
Wayne Stenehjem	Bismarck
Beverley Adams	Fargo
Lynn Jordheim	Fargo
Duane Houdek	Bismarck

Parole Board Meeting Dates for 2016

January	3-4
January/February	31-1
March	6-7
April	3-4
May	1-2
June	5-6
July	10-11
August	7-8
September	11-12
October	9-10
November	6-7
December	4-5

Pardon Advisory Board Dates for 2016

April 4
November 7