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BIENNIAL REPORT

NORTH
Dakota
Be Legendary.™

Corrections and
Rehabilitation

Cover photo taken by: Rod Burklund

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

In 2019, we reviewed our mission and vision statements and saw an opportunity to realign our statements with our actions and beliefs. Our new statements accurately reflect our department as a whole and our team members proudly apply them to their every day life.

MISSION STATEMENT

Transforming lives, influencing change, strengthening community

VISION STATEMENT

Healthy and productive neighbors, a safe North Dakota

OUR VALUES

INNOVATION

We embrace and capitalize on change; are dedicated to listening and to acquiring, applying, and integrating knowledge.

INTEGRITY

We maintain the highest standards of behavior; are firm, fair, and consistent in our interactions; and never betray our profession, our integrity, or the public trust.

PROFESSIONALISM

We place service above self; and ensure the humanity of all people by showing compassion, patience, impartiality, and objectivity.

RESPECT

We acknowledge each other's expertise, roles, and perspective; maintain dignity; treat others the way we want to be treated; and believe every person has equal value.

OPPORTUNITY FOR CHANGE

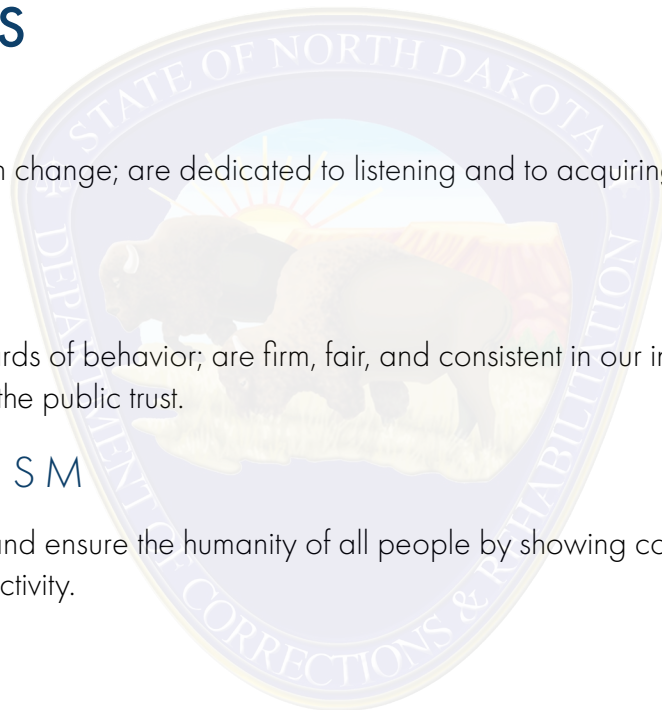
We firmly believe in second chances and that people can change.

TEAMWORK

We promote and support a diverse, yet unified team; work together to meet our common goals; and pursue excellence in service.

TRANSPARENCY

We encourage public participation; are open to new ideas and the opinions of others; welcome involvement; and share our knowledge.



MESSAGE FROM THE DIRECTOR

I am honored to present the North Dakota Department of Corrections and Rehabilitation's (DOCR) Biennial Report for the period of July 1, 2021 to June 30, 2023. This report highlights our unwavering commitment to public safety, which extends far beyond the confines of our facilities and encompasses a holistic approach that addresses the root causes of crime, fosters rehabilitation and reintegration, and strengthens our communities.

At the DOCR, we recognize that public safety is not merely the responsibility of correctional institutions; it is a shared responsibility that requires collaboration and engagement across all sectors of society. We believe that true public safety is achieved when individuals and communities are empowered to thrive, and that incarceration alone cannot provide the lasting solutions we seek.

Our efforts are guided by a deep understanding that individual needs and circumstances are diverse, and that effective rehabilitation and reintegration require a tailored approach that leverages both facility-based resources and community-based supports. We strive to create a continuum of care that extends from the time of incarceration to the successful reintegration of individuals into their communities.

Within our facilities, we have implemented effective security measures, tailoring our approach to the specific needs and risks of individuals. We believe that creating a safe and supportive environment is essential for rehabilitation and personal growth. Additionally, we continually work to normalize our facilities, providing individuals with access to education, vocational training, and substance abuse treatment, empowering them with the skills and resources they need to succeed upon release.

Our commitment to community engagement is unwavering. We recognize that successful reintegration requires a strong support network and access to resources in the community. We have strengthened our community resources and our partnerships with local organizations, businesses, and government agencies to provide individuals with the supervision and support they need to navigate the challenges of reintegration and build a positive future for themselves and their families.

I would also like to take this opportunity to express my deepest gratitude to our DOCR team members, state and local government agencies, local law enforcement, and all our community partners. Your invaluable work, collaboration and support have been instrumental in our efforts to enhance public safety and promote positive change within the correctional system.

As we move forward, we remain committed to continuous improvement, innovation, and transparency. We will continue to refine our strategies, leverage technology, and work closely with all our partners to address the ever-evolving challenges of public safety.

Thank you for your continued support of the North Dakota Department of Corrections and Rehabilitation.

Together, we can transform lives, influence change, and strengthen communities.

With Gratitude,



Dave Krabbenhoft, Director

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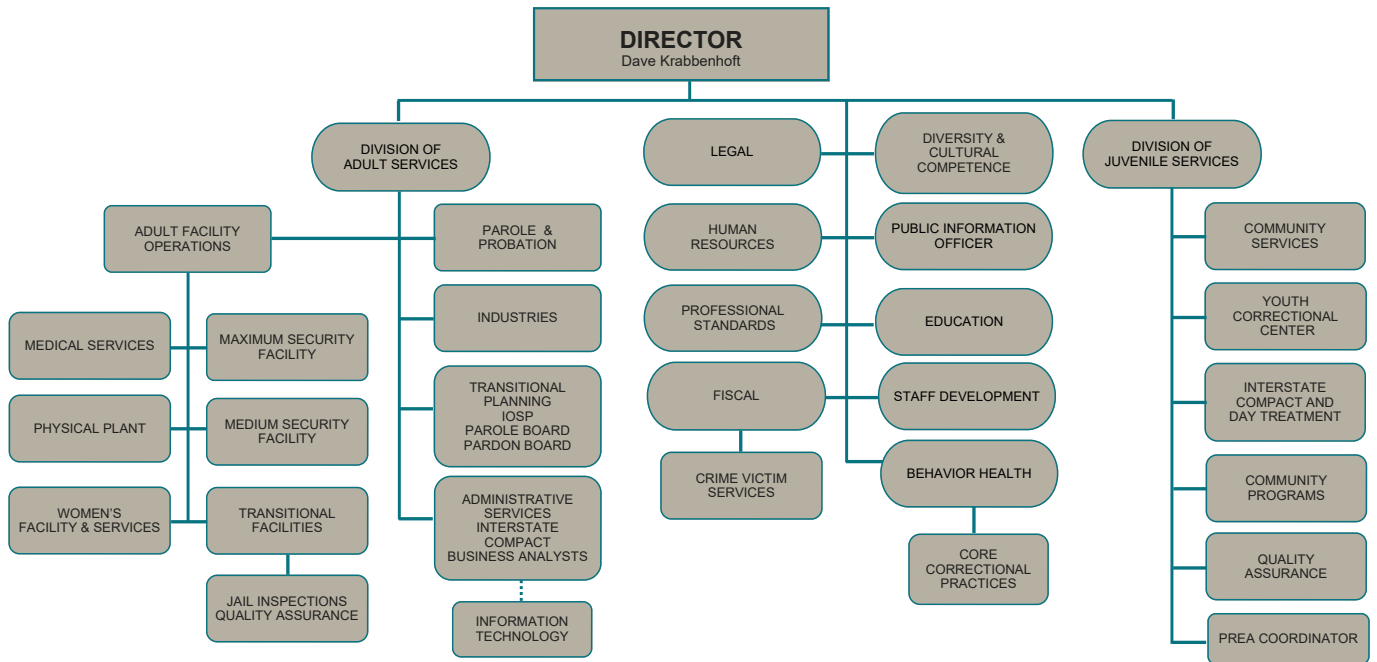
Corrections and
Rehabilitation

2021-2023 Biennial Report

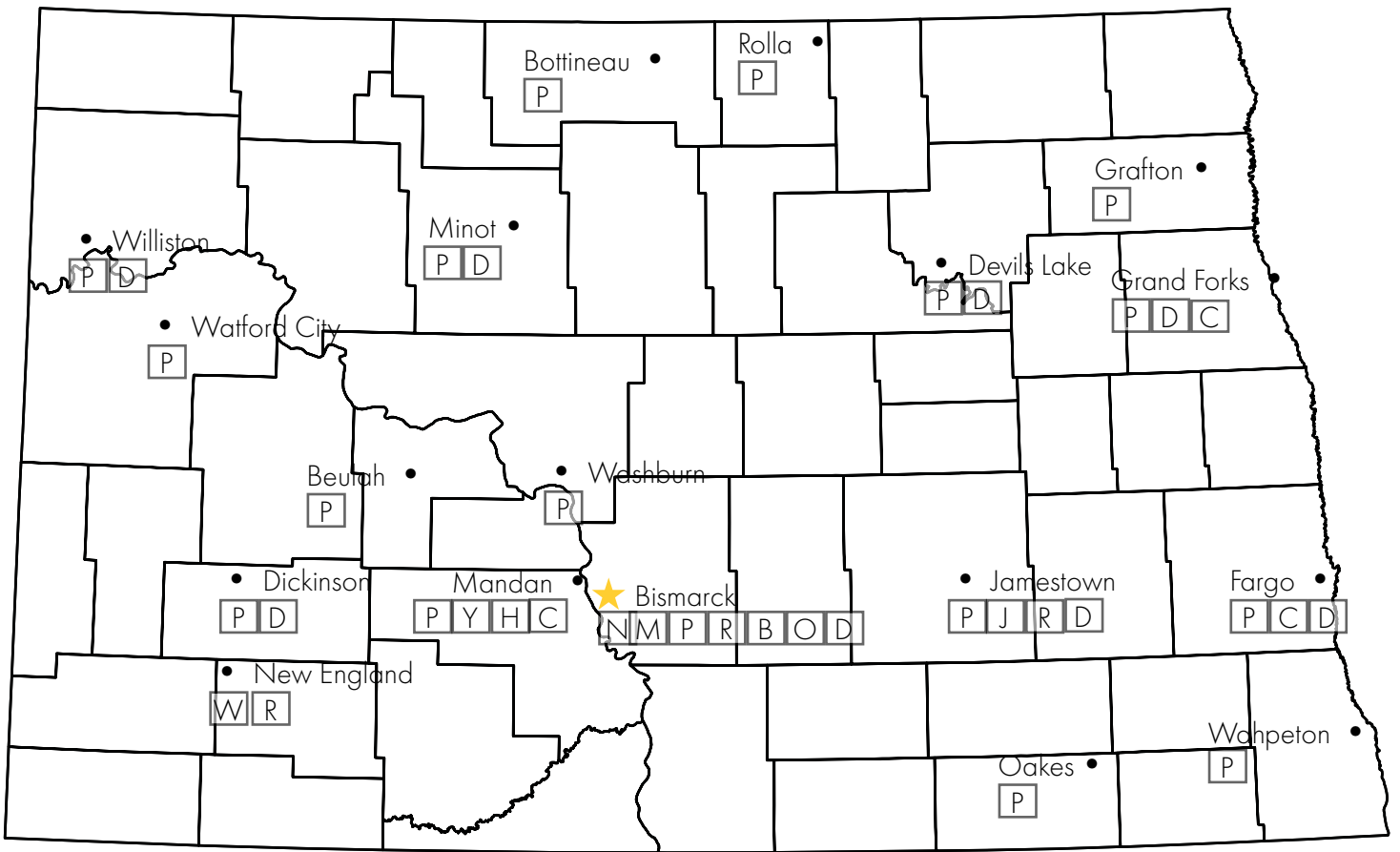
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ORGANIZATIONAL STRUCTURE

Corrections and Rehabilitation Organization Chart



LOCATIONS



KEY

- | | |
|---|---|
| N North Dakota State Penitentiary | B Bismarck Transitional Center |
| J James River Correctional Center | C Centre, Inc. |
| M Missouri River Correctional Center | H Heart River Correctional Center |
| W Dakota Women's Correctional and Rehabilitation Center | D DJS Youth Community Services Office |
| O Central Office | |
| Y Youth Correctional Center | |
| P Parole and Probation Office | |
| R Rough Rider Industries | |

ADMINISTRATION

Financial Services

The financial services division serves North Dakota taxpayers and the DOCR by ensuring the accuracy, integrity, and timeliness of the department's financial information. Fiscal accountability, compliance with laws and regulations, and sound financial management are the guiding principles of the financial services division. The primary responsibility of the financial services division is the management of the DOCR's biennial budget. Additional responsibilities include grants and contract management, accounting, procurement, warehousing inventory, and management of the victim's grant and compensation program.

Budgeting includes preparation of the department's biennial budget request, and presentation of the budget request to the Governor's Office, Office of Management and Budget, and Legislative Assembly.

Grants and contract management is responsible for the development and oversight of all DOCR contracts and federal grants.

Accounting responsibilities include processing of all the DOCR's financial transactions, maintenance of fixed asset inventory records, preparation of monthly and year-end financial reports, recordkeeping of all resident accounts, and preparation of resident payroll.

The DOCR operates two warehouses that procure various supplies to the DOCR. Procurement is responsible for acquiring, in accordance with State law, the goods and services necessary for the operations of the DOCR. Products are stocked in inventory, picked, and delivered to different departments within the DOCR. Products include, but not limited to, food and clothing, linens, office supplies, uniforms, medical supplies, and janitorial products. During the 2021–2023 biennium, the warehouses issued a total of \$4.5 million products from inventory.

The Crime Victims Compensation (CVC) Program provides compensation to crime victims who have suffered physical or emotional injury or death. During this biennium, 906 applications were approved for the CVC program. A total of \$934,320.61 was provided to applicants requesting reimbursement for various crime related costs such as medical, mental health, and work loss. There were 1296 claims approved for payment. There were 32 less claims paid in FY 2022, however, the average claim payment was higher compared to FY 2021.

The DOCR Victim Service Grant Program provides the administration for both statewide Federal Victims of Crime Act (VOCA) grants and Crime Victim Assistance (CVA) grants. During the 2021-2023 biennium, the DOCR awarded \$10,931,299.63 in Federal VOCA funds to 47 ND victim service agencies. This included \$321,252 in competitive awards for special one-time projects that included shelter upgrades; security systems for shelters; and database, computer, and software upgrades. During the same reporting period, \$193,750 was award in state CVA funds to 20 agencies. This correlated to the management of 133 victim service grants awarded this biennium. Funded victim service agencies provided services to more than 35,000 crime victims during the biennium.

During this biennium, the CVC Program underwent an audit by the Office of Inspector General (OIG). There were seven recommendations, and the CVC Program has implemented most of the recommendations. The full report including DOCR's responses can be found on the OIG's website.

Agency expenditures for the 2021–2023 biennium totaled \$266.6 million. The general fund turnback after adjusting for authorized carryover to the 2023–2025 biennium totaled \$8.8 million. These reports can be found in the Index of the biennium report.

Crime Victim Compensation (CVC) Program	FY 2021	FY 2022	TOTAL:
Number of Applications Approved	436	470	906
CVC Reimbursements Paid	\$377,141.03	\$557,179.58	\$ 934,320.61
CVC Number of Payments	664	632	1296
CVC Average Claim Payment	\$567.98	\$881.61	
(Assault, Child Physical Abuse/Neglect, Child Pornography, Child Sexual Abuse, DUI/DWI, Homicide, Human Trafficking, Kidnapping, Other Vehicular Crimes, Robbery, Sexual Assault, Stalking, Terrorism)			

Accomplishments:

The financial services division processes and stores all daily work 100% electronically.

The contract management program, Docusign, has been fully implemented. This software allows procurement and contract initiation from staff, routing contract for review and signatures and management and reporting of all contracts. Docusign stores the DOCR contracts.

The administrative Services work unit transferred the position and duties for the Crime Victim's and Victims Services Grant Programs to the financial services work unit. To enhance grant management and grant writing skills to the DOCR, the financial services work unit hired a Grants and Contracts Manager.

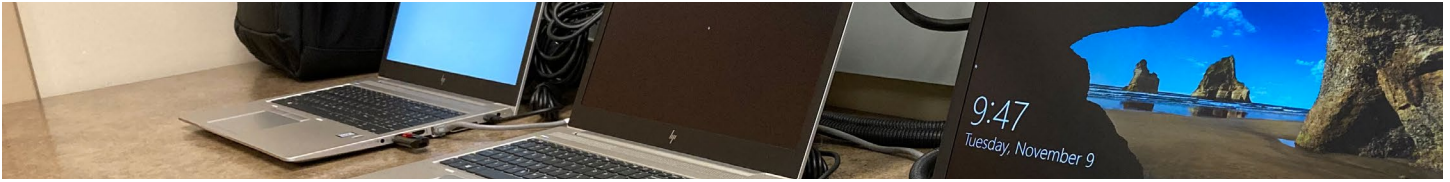
The State Auditor's Office reported zero audit findings for the 2019-2021 biennium.

Challenges:

The offender management system continues to force manual processes within the trust account module.

More information can be found in the index of this report.

ADMINISTRATIVE SERVICES



Information Technology Services & Business Analytics

Last biennium the department's IT Division became unified with the State's Information Technology Department (NDIT). During this current biennium each agency continued to work closely with each other to further their partnership. NDIT provides many hosting services for the DOCR's daily operations. The DOCR, in conjunction with NDIT, also relies on several external vendors to ensure operational readiness in all areas of the DOCR such as resident management systems, resident banking, commissary, state license plate printing to health care systems and other systems needed to support a community of residents. The work unit also provides oversight on data and analytics needed for DOCR staff and leadership to make decisions.

It is not possible to list all systems managed within the NDIT and DOCR partnership (20+); however, to give an idea here are several: offender debt collection systems, victims notification systems, closed circuit video surveillance, biometric security, manufacturing systems, CAD/CAM, internet security and filtering. The work unit also provides analytics and reporting, IT procurement services, application enhancement and development, vendor management, and IT project management.

Statistics:

- Provide equipment asset management for more than 1,800 LRU's (Line Replaceable Units)
- Maintain and manage more than 800 security cameras in all DOCR facilities.

Accomplishments:

Successes occur daily as the challenge of keeping all facilities secured and systems operational. It is a dynamic challenge that changes hourly.

- The DOCR implemented a new electronic health record application (EHR), myAvatar. It offers a recovery-focused suite of solutions that leverage real-time analytics and clinical decision support to drive decision-making. The robust platform streamlines workflow, making client information quickly accessible with user-friendly dashboards. This technology has integrated the EHR with our Resident Management System (Elite), medical lab application and pharmacy application.
- The DOCR implemented the Dentrix application. It is a comprehensive practice management solution that allows dental clinics to manage appointment scheduling, electronic insurance claims, electronic prescriptions, patient communications, patient records, and billing/collections.
- The DOCR began to transition its Business Intelligence toolset from Crystal Reports to Power BI. This will enable the DOCR Business Analyst Team to transform and deliver data in a more meaningful and actionable format for those making decisions and solving business problems within the organization through this modernization.
- The DOCR implemented server and critical process monitoring across the organization by working with NDIT to stand up Solar Winds. This allows NDIT to actively monitor and identify failures or defects within our network and across our infrastructure.

Challenges:

As the DOCR modernizes its technology infrastructure there is a significant cost associated in hardware, software, and skillsets to support it. Unification with NDIT has created some unplanned resource needs as well that will need to be addressed to provide an appropriate level of support for DOCR staff and workflows.

ADMINISTRATIVE SERVICES

Administrative Services is a work unit responsible for the administration and oversight of several programs and projects within the department, such as the Interstate Compact for Adult Supervision and Case Planning (for incarcerated individuals). During this recent biennium, the work unit also took over oversight of the Business Analytics and Information Technology Unit, both of these services are covered in the administration portion of the department's biennial report.

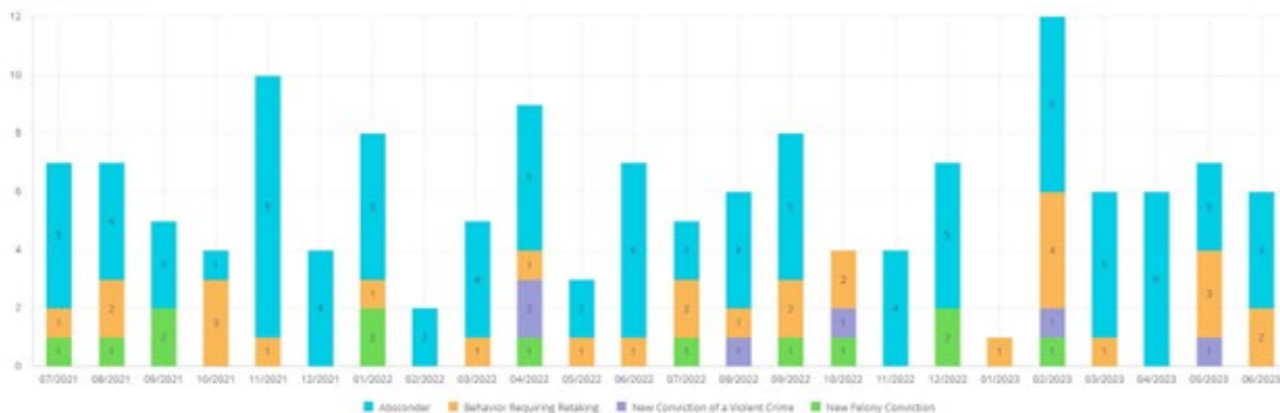
Interstate Compact

The Interstate Compact for Adult Offender Supervision (ICAOS) is comprised of all 50 states, and 3 U.S. territories. The Compact and National Commission provide uniform rules and procedures that assist with the management of movement between states for individuals under community supervision.

Administration for the ND Interstate Compact office made is comprised by a Commissioner and Deputy Compact Administrator (DCR). Both positions are actively involved at the regional and national level. ND's Commissioner serves as the Midwest Region Chair, the Chair of the Risk, Needs and Responsivity Workgroup; and is also an active member on the Rules and Compliance Committee. ND's DCA currently serves on the Annual Business Meeting Workgroup, DCA Liaison Committee and Training Committee. In 2023 our DCA was also the recipient of the Executive Director Award.

ND continues to remain above the National average in all audited categories. There has been a dip in the Violation Response Compliance rate due to an altered approach. ND is one of few states who are attempting to ensure retaking only occurs when it is truly appropriate and in the best interest of community safety. Because of this required additional work, documentation and continued communication, the ten-day allotted window will sometimes expire, which affects the compliance rate.

Violation Types by Month



Case Planning

Administrative Services is responsible for chairing and coordinating the Adult Services Case Planning Committee. Each month the committee creates over 200 case plans for newly arrived individuals sentenced to the custody of the DOCR. Case plans are based on medical, psychological, substance abuse, educational, and other criminogenic risk and needs. Case Managers use the case plan to track the individual's progress and to ensure the case plan supports successful community integration. The Case Planning process continues to be a key piece in laying the foundation for an individual's successful reentry back into the community.

ND Interstate Compliance Measures: 07.01.2021-06.30.2023



HUMAN RESOURCES

The Human Resources (HR) Division within the North Dakota Department of Corrections and Rehabilitation partners with all divisions within the DOCR to ensure progress toward achievement of the DOCR mission, vision, and strategic plan. The DOCR is a large and diverse state government employer with many different types of work or jobs and more than 950 total team members (including regular FTE and temporary positions) for the 2021-2023 biennium. The DOCR HR division consists of nine FTE; two Payroll Officers, four HR Managers (including Deputy Director of HR), two HR Coordinators, and one Director of HR. The DOCR HR division provides:

- A single point of contact for all DOCR divisions, which ensures department compliance with all state and federal governance relating to employment;
- Advises managers on all employment matters, including staffing plans, recruitment and retention of staff, salary management, performance management, legal compliance, and progressive discipline;
- Leading and conducting workplace investigations;
- Providing critical resources and leadership for all recruitment activities;
- Provide employee and supervisor skill training and education;
- Create, review, and maintain employment policies and processes;
- Processing payroll and benefits, and agency administrator for HR/Payroll, Absence Management, Time and Labor, and Recruitment modules within PeopleSoft;
- Providing meaningful HR and employment reporting and metrics;
- Provide consultation and information related to team member well-being resources; and,
- Ensure fair and effective employee grievance process.

DOCR Workforce

The DOCR hired 509 regular and temporary team members and experienced 436 separations during the 2021-2023 biennium. 509 hires are a 67% increase, and 436 separations are a 23% increase compared to the 2015-2017 biennium.

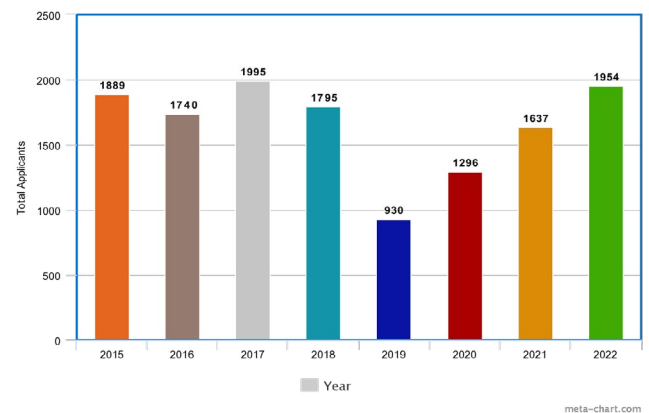
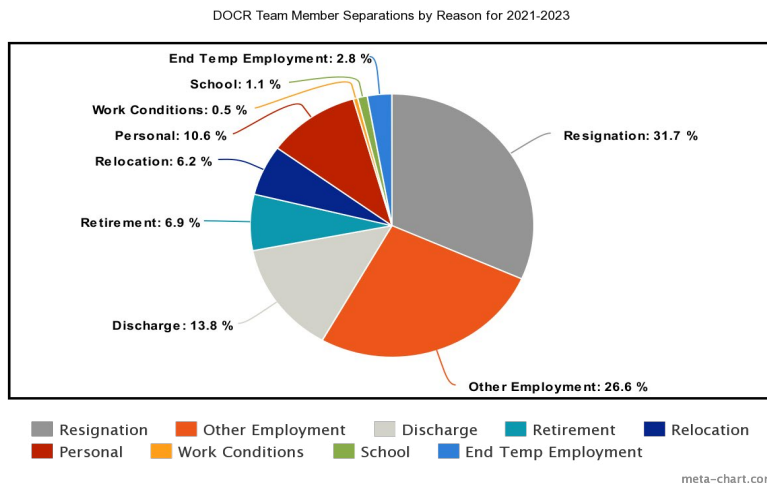
Biennium	Hires	Separations
2015-2017	304	354
2017-2019	383	324
2019-2021	473	368
2021-2023	509	436

Most DOCR team members are directly responsible for public safety by providing direct security, community supervision, and/or health, medical, education, case management, and treatment services to residents, clients, and students in the custody of the DOCR. See more statistics in the index section of the biennium report.

Recruitment and Retention

DOCR HR staff continued to develop and implement strategies for recruiting new team members in various difficult to recruit positions within the DOCR. Several new strategies were implemented in 2023 where the DOCR partnered with external job search companies, such as Indeed, ZipRecruiter, Hireclick, Handshake, and social media, in addition to targeted advertising in difficult to recruit areas of ND. HR and hiring managers also invested in updating job postings to ensure a better applicant experience (e.g., shorter postings for ease with reviewing on a mobile device, more applicable and easily understood posting titles, etc.).

The most difficult positions to recruit and retain are those fields that deal with resident medical and mental health such as Licensed Addiction Counselor, Psychologist, Licensed Practical Nurse, and Registered Nurse. Qualified applicant pools have decreased for front line security positions in adult and juvenile facilities, such as Correctional Officer, Juvenile Institutional Residence Specialist, Residential Treatment Agent, and for Parole and Probation Officers. The DOCR's number of applications decreased significantly in 2019 and started to rebound in 2020. For the 2021 – 2023 biennium, total application numbers are back to historical levels.



2021-2023 realized the highest DOCR turnover rates in the last decade, with a biennium turnover average of 21.4%. Reference the index section of the biennium report for details.

Correctional Officer and Juvenile Institutional Resident Specialist turnover remained high at more than 32%, while Residential Treatment Agent turnover was more than 50%. Nursing turnover was down slightly this biennium from 50% in 2021 to 39% in 2023. Licensed Addiction Counselor turnover peaked at 38% in 2022.

Vacancy rates also peaked at decade highs this biennium. Historically, DOCR vacancy rates remained constant between 5% and 6%; however, this biennium, the vacancy rate was over 10% during some months. Correctional Officer vacancy rates were as high as 30% at the James River Correctional Center and overall Correctional Officer vacancy rates averaged 24% in 2022. Nursing vacancy rates averaged 20% and Juvenile Institutional Resident Specialist averaged 13% in 2022 as well. High vacancy rates for these front-line security and medical positions leads to high overtime and potential burnout for existing team members. High vacancy rates, overtime, and burnout can negatively impact facility safety for residents, juveniles, and team members.

HUMAN RESOURCES

Internships

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

New Employee Orientation

The DOCR has expanded to a two day, more than 12-hour comprehensive new team member orientation program for all new hires. All new hires meet in Bismarck or Jamestown and go through the program together, each month. The program consists of a welcome from Governor Doug Burgum (video) and DOCR Director Dave Krabbenhoft. Director Krabbenhoft meets all new team members and leads a discussion of DOCR major projects and initiatives and talks about the DOCR mission, vision, and values and how they match with Governor Burgum's expectations for all of Team ND.

All new team members complete required paperwork, which includes payroll and benefits, along with taking pictures for ID badges and getting fingerprinted for criminal history checks. The last portion of the program includes required training for the Prison Rape Elimination Act (PREA), introduction to professional development and training requirements, and a review of mandatory policies. In addition, part of day two is for uniform fittings (for appropriate team members), receiving work schedules and meeting supervisors, and for a facility tour, regardless of where the new team member will be working. The program helps new team members to develop comradery across divisions and locations and gives a warm welcome to new team members of the department, which is a critical step in effective onboarding. Team members are provided evaluation forms asking for their input and how to improve the hiring process and orientation program. This biennium, evaluations continue to be excellent, providing the program an average score of 3.7 out of 4.0 and ideas and suggestions from new team members have been implemented.

June 1, 2023 Targeted Market Equity

The DOCR received approximately \$4.4 million in additional salary increase funding as targeted market equity (TME), to be paid out on June 1, 2023. The DOCR plan helped to address occupational market disparities, recruitment and retention challenges, and external pay inequities for team members who are critical to the mission of the DOCR. Most of the TME funding went to front-line facility security positions at all five adult and juvenile DOCR correctional facilities. Approximately 450 team members received a TME increase on June 1, 2023. The most notable difference TME funding made was to hiring rates for DOCR front-line facility security positions. With June TME and July annual salary increases, the DOCR was able to increase hiring rates by up to 17% for front-line security.

Title	May 2023 Hiring Rates (hourly)	July 2023 Hiring Rates (hourly)
Correctional Officer I	\$18.80	\$22.05
Correctional Officer II and Security Officer	\$20.23	\$23.10
Juvenile Institutional Resident Specialist and Residential Treatment Agent I	\$20.90	\$24.25

More information can be found in the index of this report.

STAFF DEVELOPMENT



The Staff Development Division is tasked with preparing team members for duty as well as providing team members with relevant training. It involves the research, design, presentation, and evaluation of training programs to provide a safe and secure environment for staff and those we serve.

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

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

The Staff Development Division also works with other agencies such as the Highway Patrol, county jails, transitional facilities, OMB, and others to share training content whenever applicable. In addition, we partnered with DJS and Heart River Correctional Center, and Parole and Probation this year on some trainings (DJS, HRCC, and P&P are supervised separately within staff development).

Scope:

- Design of training programs and systems
- Analysis and evaluation of training program's effectiveness
- Integration of technology into classroom and updated online content
- Pre-service training to all DOCR team members
- In-service training to all DOCR team members

Changes:

- The Correctional Professional Development Program (CPDP) was piloted in Jamestown and will be expanding to NDSP in 2024. CPDP starts after a new employee completes their initial training. They are brought back every couple of months for four hours of additional training and to check in on how they are progressing in their careers.



STAFF DEVELOPMENT

Changes:

- The National Institute of Corrections certified 16 DOCR staff member on Crisis Intervention Team (CIT) training. These individuals will be able to train additional staff in the CIT program.
- In 2022, the Training Division had turnover of both of our Staff Development Coordinators. On-boarding a new coordinator in Jamestown and Bismarck as well as the challenges from COVID slowed scheduling of training during the transition period. This resulted in a dip in training hours during 2022. We are on pace for record setting training numbers in 2023.

Accomplishments:

- The Contact Officer Program launched at MRCC and 49 DOCR staff members across the department have been trained on the Contact Officer Program.
- New Employee Training (NET) was shortened so that new staff could complete their initial training in a month. This change was made due to the staff shortage, requiring NET every month in Bismarck and Jamestown.
- Training started teaching NET classes in the old infirmary, at Missouri River Correctional Center, and in the Orientation Unit so that new staff can experience training in different locations and become more familiar with facility procedures.
- The department purchased new radios and several of the old radios were kept so they could be utilized within training. All new employees can communicate on the training radios and are issued training keysets to better prepare them for the floor.
- Integrated the master control room simulator into NET.

Statistics:

- 81,826.37 hours of training were completed by our adult facility DOCR staff:
 - 18,664.24 hours of training were taught within a classroom
 - 26,802.08 hours of online training within PeopleSoft
 - 6,181.5 hours of virtual classroom training
- 275 new staff were trained by adult facilities during the biennium:
 - 178 completed training (64.72%).
 - 69 resigned from employment or were terminated prior to completing training (25.09%).
 - 28 are still in the process of completing their training (10.18%).
 - This is a consecutive biennium where 25% of our new hires resigned or were terminated prior to completing new employee training.
 - We hired 31 more employees last biennium in the adult male facilities.

***Note: this does not include Parole and Probation, Heart River Correctional Center, or Division of Juvenile Services hours as they are supervised separately.*



Concerns:

The division continues to need more staff to help with the growing demand of training. All instructors are currently employed in other full-time positions across the DOCR and either come in on a day off, or if someone who is off shift is not available, they need to be taken away from their primary duties to instruct.

Staff shortages have made it difficult for the Staff Development Division to pull staff from shift to help instruct. 1,843 hours of training were taught by instructors off-shift which means the DOCR paid OT for these instructors.

It's important to note the OT earned while being a subject matter expert in training is in addition to OT these trainers are already working within their shifts in facilities due to being short and understaffed.

Our retention statistics are alarming, and in training new employees, the DOCR is losing 25% of those hired before they even complete training. With our current resources and staffing levels, we are meeting what must be covered but many efforts to provide exemplary training experiences through additional creativity both in the classroom and on the floor are difficult. Due to shortages, sometimes others need to provide the training of the content using the lesson plan instead of the original subject matter experts.

Next steps:

- Expand the Corrections Professional Development Program.
- Expand CIT training.
- Recruit more instructors.
- Establish more time for additional trainings and shadowing opportunities.
- Refine the instructor development process.
- Explore using A.I. and virtual reality to incorporate real-time training.

More information can be found in the index of this report.



CORE CORRECTIONAL PRACTICES

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

The division strives to continually improve services and add value to all staff through effective evidence-based training techniques. The Core Correctional Practices division exists to provide training, auditing and coaching services to staff at the following sites:

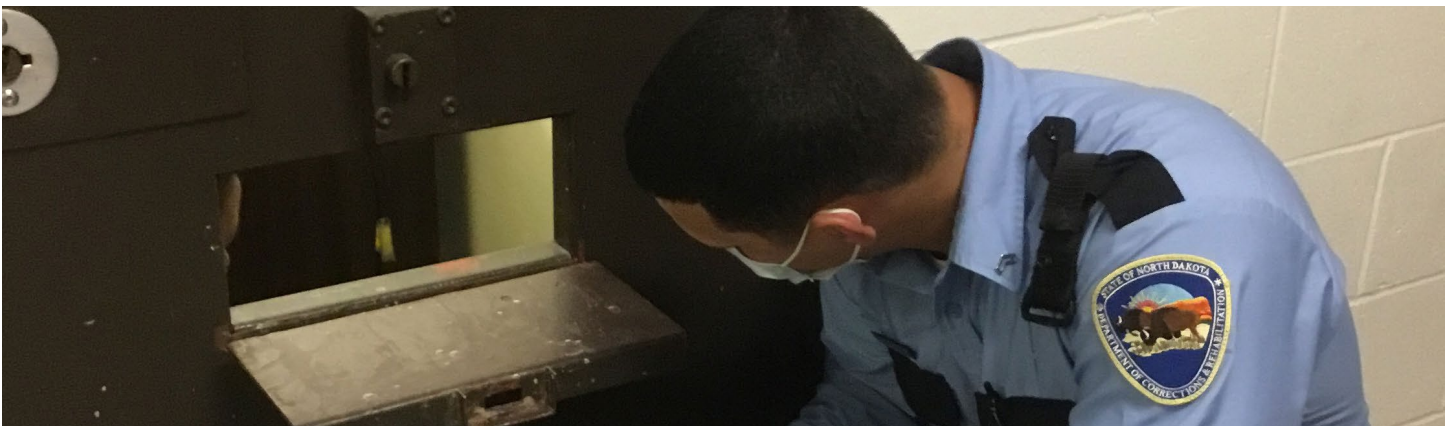
- North Dakota State Penitentiary, Bismarck, ND
- James River Correctional Center, Jamestown, ND
- Missouri River Correctional Center, Bismarck, ND
- Dakota Women's Correctional and Rehabilitation Center, New England, ND
- Heart River Correctional Center, Mandan, ND
- DOCR Parole and Probation
- DOCR Division of Juvenile Services
- 6 DOCR contracted facilities

Scope:

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

Changes:

- The Core Correctional Practices division for the DOCR redesigned the introduction into the "What Works: Behavior Modification" curriculum to adapt to staff shortage needs and need to reduce length of time in new employee training.
- Sustainment practices to include quarterly booster sessions for staff and supervisors and regular quality assurance measures for adherence to the EPICS model were reviewed and adjusted.
- The Director of Core Correctional Practices has collaborated with Division of Juvenile Services to provide Juvenile Correctional Specialist training in EPICS.
- The Director of Core Correctional Practices has partnered with NDSP Clinical Psychologist-Trauma Responsive Programs Administrator to provide How Being Trauma-Informed Improves Criminal Justice Systems training to department staff.



CORE CORRECTIONAL PRACTICES



Accomplishments:

- The Correctional Program Checklist (CPC) is used to ascertain how closely correctional programs meet known principles of effective intervention. The ND DOCR assessed James River Minimum Unit, Mandan Centre, Fargo Centre, Grand Forks Centre, and the Bismarck Transitional Center on their adherence to evidenced based practices and provided guidance on implementing recommended changes. Ongoing meetings have been established with the Director of CCP and each programs administrative teams in order to establish goals to increase adherence to evidence-based practices.
- The Correctional Program Checklist-Group Assessment (CPC-GA) is a program evaluation tool developed by the University of Cincinnati Corrections Institute (UCCI) for assessing limited scope treatment programs and stand-alone treatment groups offered to justice-involved participants. The CPC-GA is designed to evaluate the extent to which correctional intervention programs adhere to evidence-based practices (EBP), including the principles of effective interventions. Data from three studies conducted by UCCI on both adult and youth programs were used to develop and validate the CPC-GA indicators. Seven staff were trained in this assessment and completed their first assessment to gain certification.
- Effective Practices in Community Supervision (EPICS): Developed by the University of Cincinnati Corrections Institute. The purpose of the EPICS model is to teach probation and parole officers and institutional case managers how to apply the principles of effective intervention and core correctional practices specifically, including relationship skills to supervision practices. The core correctional practices are organized into an overall framework to assist with specific skills within the context of community supervision. The EPICS model is designed to use a combination of monitoring, referrals, and face-to-face interactions to provide the criminal justice involved individuals with a sufficient “dosage” of treatment interventions, while making the most use of time to develop a collaborative working relationship. The EPICS model helps translate the risk as well as the needs and responsivity principles into practice. Staff are taught to increase dosages to higher risk offenders, stay focused on criminogenic needs and to use social learning, operant conditioning and cognitive behavioral approaches to their interactions. Sixty-three new department staff were trained. The staff attended a 3-day training and six months of coaching that included recording sessions to receive feedback and attending monthly trainings led by the Director of Core Correctional Practices.

CORE CORRECTIONAL PRACTICES

Statistics:

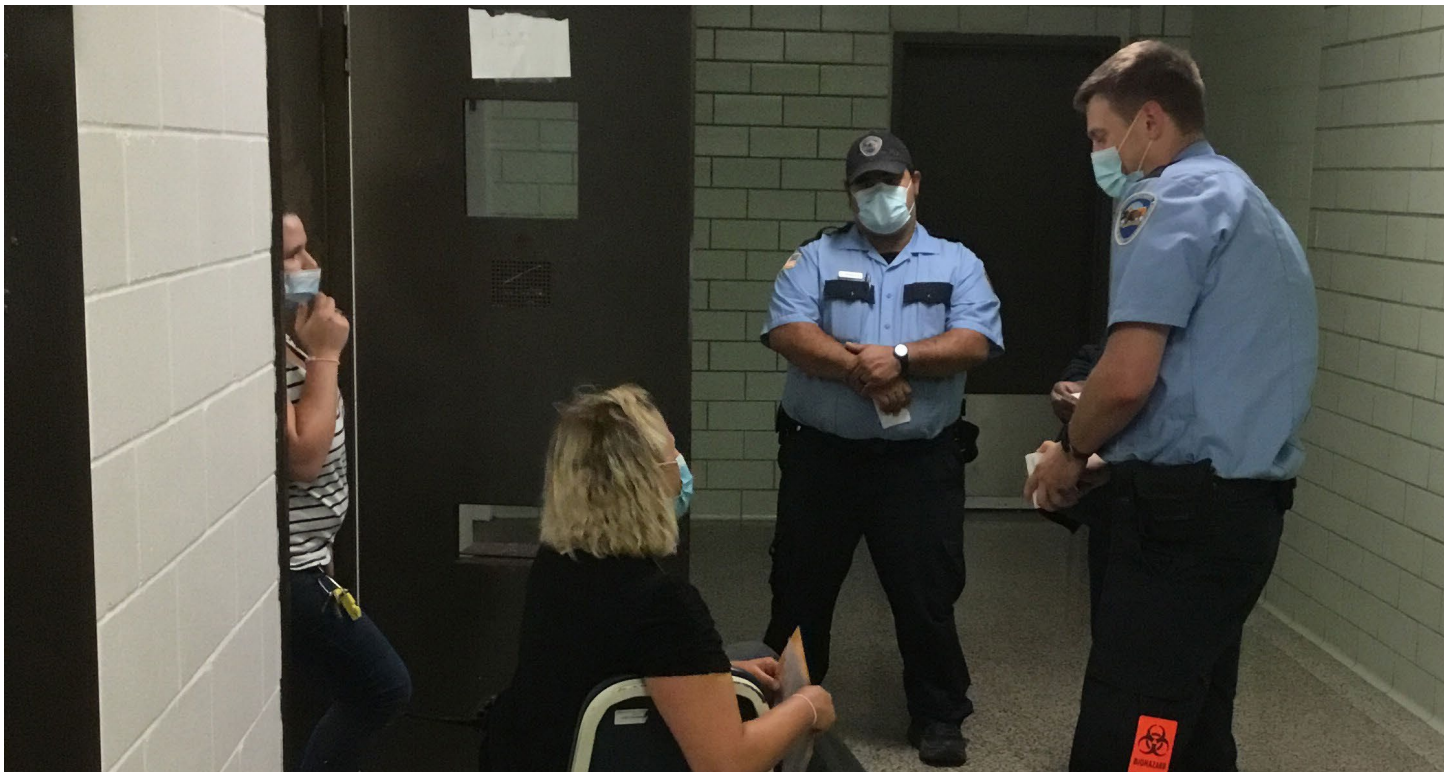
- Audited 1892 Positive Behavior Reports from NDSP, JRCC and MRCC from July 2021 through June 2023
- CCP Director instructed 140 hours from July 2021 to December 2021; CCP facilitators instructed 175 hours in Core Correctional Practices, Simulations and Effective Practices in Community Supervision
- CCP Director instructed 232.5 hours; CCP facilitators instructed 301.5 hours in 2022 in Core Correctional Practices, Simulations, and Effective Practices in Community Supervision.
- CCP Director instructed 120 hours and CCP facilitators instructed 145 hours January through June 2021 in Core Correctional Practices, Simulations and Effective Practices in Community Supervision.

Concerns:

The division is working to review and refine the current curriculum. We have identified a need to provide additional training to current instructors and a need to add more instructors. All instructors are currently employed in other full-time positions across the ND DOCR and need to be taken away from their primary duties in order to instruct, conduct research, and evaluate classes. We have an increasing need for instructors as we provide training for multiple new employee trainings throughout the year.

The division has identified the need to develop mentors throughout the department to provide quality assurance and coaching. These mentors will provide coaching in Core Correctional Practices and Effective Practices in Community Supervision. Fidelity is an important piece in Evidenced Based Practice implementation. As it stands, one person is ultimately responsible for the behavioral model fidelity check for the entire Division of Adult Services without a staff to offer real-time mentoring along the way.

The division is continuing to work on Correctional Practice Checklist assessments, all staff trained are currently employed in other full-time positions across the NDDOCR and need to be taken away from their primary duties in order to complete the assessment. In addition, the Correctional Practice Checklist-Group assessments are due for all DOCR facilities on all treatment programs as well as assessments for contracted community providers offering specific programming.



CRITICAL INCIDENT RESPONSE TEAM

The Critical Incident Response Team (CIRT) is made up of volunteers with personnel across the DOCR, both in and out of adult and youth facilities and in the community. There are two chairpersons who assemble the team when requests are made. The team is supervised by the Director of Staff Development.

Scope:

Critical Incident Response Team Leader(s) will manage and facilitate the critical incident response sessions based on an evidence-based model with ongoing enhancements. The response session is led by trained facilitators, integrating crisis intervention strategies and educational techniques designed to mitigate the impact of a critical incident, and to assist personnel in recovering as quickly as possible from the critical incident. The Critical Incident Response Team may consist of agency members from all areas of the DOCR.

Critical Incident Response Team members are not counselors or therapy providers. It is not the function of any Critical Incident Response Team to replace professional counseling or employee assistance programs, but to provide immediate, incident specific, supportive, crisis intervention with a proven model.

Changes:

- The CIRT team started doing stand-in sessions once a month at Jamestown and Bismarck for team members to stop in and discuss any incident that may be affecting them.
- CIRT team begins training with the statewide NDCISM team. Team members that needed to recertify this biennium were able to attend Group & Individual Intervention (GRIN) training. This training enabled the team to get to know the members from around the state. The training involved many simulations and practice opportunities

Accomplishments:

- Six members of the CIRT team joined the statewide NDCISM team.
- The CIRT team added six new CIRT members.
- DOCR CIRT was requested by NDCISM to respond to a call-out to one of the contracted transitional facilities. Follow up discussions and requests for 1-2-1 debriefs have also increased.

This biennium, call outs have been for the following reasons:

Attempted suicide of resident, suicide of resident, death of resident, tragic accident of staff member, staff assault, resident assault.

Statistics:

This biennium, CIRT responded to 23 callouts at 5 different facilities. The DOCR CIRT currently consists of 15 volunteer DOCR members. Call Out Frequency:

- Attempted suicide - 8
- Suicide - 1
- Resident death - 1
- Tragic accident of staff member - 1
- Staff assaults - 6
- Individual 1-2-1 session - 6

Concerns:

The CIRT members have identified the need for additional follow-up check-ins with staff and shifts. CIRT began hosting stand-in sessions to help address trauma that staff may experience during a shift that may not have been triggered by a major event. The increase in callouts across the state has required CIRT members to recruit more volunteers to join our team.

EDUCATION

The North Dakota Department of Corrections and Rehabilitation (ND DOCR) Education Division is directly responsible for delivering education services for each population— juvenile (ND YCC) and adult (HRCC, JRCC, JRMU, MRCC, and NDSP). In addition, within the 21 -23 Biennium, the ND DOCR Education Division provided educational programming in the Dakota Women’s Correction and Rehabilitation Center contracted facility. The educators for the two diverse populations are under one education division and share resources, strategies, best practices, and supervisors. The division has a Director of Education that oversees all operations and principals tasked with education day-to-day operations and strategic planning.

Scope:

Mandatory Program Offerings

- GED Testing
- Individual Academic Planning
- Civics Literacy
- Learning Assessments for Accommodations to include WAIS-IV, WJ IV, Shaywitz Dyslexia Screener, TABE, Bader

- Pre-Adult Basic Education and Adult Basic Education
- Financial Literacy
- Read Right (reading remediation)
- STAR (Student Achievement in Reading)

- GED Academy, Lantern App
- English Learner Services— Assessments
- High School Diploma for qualifying students
- Alternative High School Diploma to qualifying students

- Library Services
- Applied Math, English, Science, and Social Studies
- Computer Literacy
- Resident-led tutoring
- Physical Education
- Special Education and Instructional Strategies

Career and Technical Post-Secondary Preparation and Offerings

- Business and Office Technology
- The Last Mile (coding course)
- First Aid and CPR Certification for Residents

- Independent Study Programs
- Ashland University
- Commercial Drivers License (BSC partnership)
- Family and Consumer Science

- Career Counseling and FAFSA
- Driver’s Education and Simulator
- Attitudinal Dynamics of Driving

- Project-Based Learning
- Long-Term Healthcare Provider
- AutoCAD

Enrichment Offerings

- Flagger Certification
- Book Clubs
- Resident-led music for graduation ceremonies
- Lakota language
- Free Thought
- CBI-EA (cognitive behavioral interventions for employment of adults)

- Reading is a Gift
- Science Experiments
- Student-Led Art Program
- Contracted Art Program
- Yoga and Mindfulness
- ServSafe
- Parenting Inside Out
- OSHA 10

- Garden (now only at NDSP)
- Shining Light
- Hustle 2.0
- Financial Literacy
- Veterans Behind Walls
- Recovery Strategies

- Field Trips
- Visiting Room Events
- Creative Writing Courses
- Facility Newsletter
- Toastmasters/Gavel Club
- Career Readiness (Job Service Partnership)

Changes:

- Welding program discontinued at MRCC after instructor resigned.
- 43% of our educators serve multiple facilities in global services and students. (13 of 30)

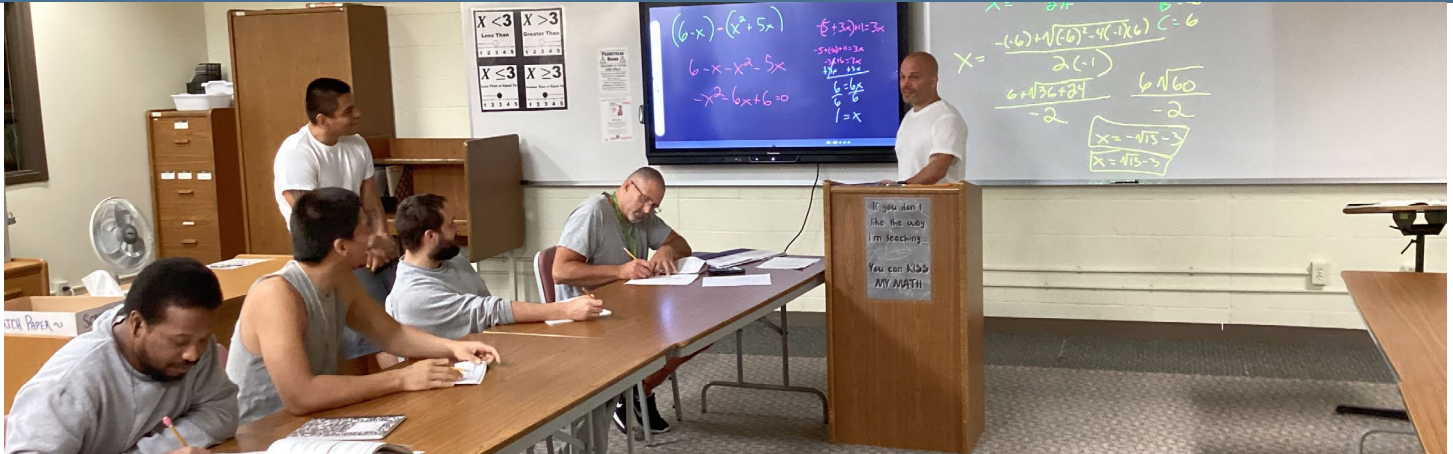
Accomplishments:

- GED Success Rate was 80.43% in 2021-2022 and 92.3% 2022-2023. State goal is 90%. DOCR is above the state goal and the state average.
- Commercial Driver License training partnership with BSC established.
- The post-secondary partnership with Ashland University continued, using SECURUS tablets for 23 students.
- The Education Division continues to offer technological support for DOCR iPads.
- The Education Division continues to manage a HIPPA and FERPA compliant ZOOM capability for the DOCR for a variety of collaboration, training, tele-service, and teaching needs. There are 70 users.
- Staff selected for Governor's award for Excellence in Collaborative Culture (Michelle Candy).
- Started the first DOCR cohort of STAR (Science of Reading-based training for reading remediation and reading strategies) teachers in the DOCR.
- Successful education field trips from MRCC and HRCC.
- The Last Mile program at NDSP graduated the first 2 students to complete the full 1 year course consisting of Web Development Fundamentals and MERN (Mongo-Express-React-Node).

Statistics:

- Department of Juvenile Services
 - Youth Correctional Center (served 95 students; 89 boys and 6 girls)
 - 7 GED graduates
 - 6 High School Diploma
 - 10 Read Right Graduates
 - 140 Total High School Credits earned
 - Approximately 40% of YCC students have special education needs (statewide average 21%)
 - 12 of 176 ND School Districts were served by YCC

EDUCATION



- Department of Adult Services
 - Served 850 students
 - 126 GED Graduates from 19 to 51 years old
 - Average Age: 28.5
 - Average hours in class: 169
 - 1591 TABE tests given
 - 648 GED tests given
 - 284 Civics tests passed
 - 176 students made education level gains
- 54 Read Right Graduates
- Students make up to 18% of total GED test takers in ND.

Concerns:

- The need for GED testing accommodations (extra time, reader, frequent breaks, single tester) continues to increase. DOCR and contractor resources are being stretched to complete the high need of assessment reports needing to be formally evaluated.
- The scope of academic ability for both adult and adolescent learners within ND DOCR Education is now at its broadest spectrum in over fifteen years. Couple that with incoming mental health needs and post-COVID learning loss, and we as a division are taking a direct look into how to promote more within personalized learning and evidence based strategies despite faculty capacity being reduced.

Next Steps:

- Workforce Development Partnerships within the community for certification and credentialing.
- Continued work on PEP (Prison Education Program) implementation with BSC and VCSU.
- Increasing STAR trained DOCR teachers.



Personnel:

- 19 staff members at the North Dakota State Penitentiary (NDSP)
- 12 staff members at the James River Correctional Center (JRCC)
- 3 staff members at the Missouri River Correctional Center (MRCC)
- 5 staff members at the James River Minimum Unit (JRMU)
- 3 staff members at the Heart River Correctional Center (HRCC)
- 1 staff member at Free Through Recovery (FTR)
- 43 full-time employees who provide behavioral health services to our residents
- 31 staff hold a behavioral health license of some type

Behavioral Health Licenses in the DOCR:

- Licensed Addiction Counselor
- Licensed Master Addiction Counselor
- Licensed Associate Professional Counselor
- Licensed Professional Counselor
- Licensed Professional Clinical Counselor
- Licensed Bachelor Social Work
- Licensed Master Social Work
- Licensed Clinical Social Worker
- Licensed Psychologist

Group Programming:

Thinking for a Change (T4C)

Thinking for a Change (T4C) is an integrated, cognitive behavioral change program that includes cognitive self-change, social and problem-solving skills.

Target: Criminogenic Thinking

• Who:

Residents with an LSI-R score of 39 or higher

Residents with an LSI-R score of 24-38 AND one of the following:

not referred to additional behavioral health programming; STEP candidate with no SUD program referral; or referred by staff recommendation based on notable criminal thinking patterns or institutional behaviors

• Where:

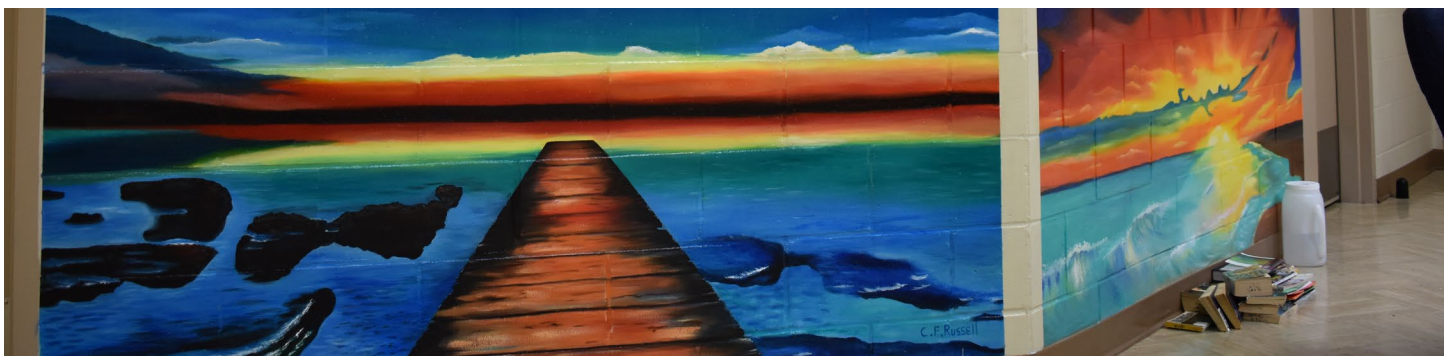
All adult male prisons and transitional facilities

• Length of Treatment:

25 lessons; 90 minutes per lesson

2 sessions per week; 13 weeks

• Dosage = 37.5 hours



Cognitive Behavioral Interventions for Substance Abuse (CBISA)

A curriculum designed for those who are moderate to high need in the area of substance abuse.

Target: Substance Use

• Who:

Residents with LSI-R score of 24 or higher

•Where:

All adult prisons and transitional facilities

•Length of Treatment:

39 sessions; 120 minutes per session

31 sessions; 90 minutes per session

5 sessions per week; 14 weeks

•Dosage = 124.5 hours

Conflict Resolution Program (CRP)

A curriculum designed for people who are moderate to high risk and have a specific need in the area of emotional regulation.

Target: Aggressive Behaviors

• Who:

Residents with an LSI-R score of 30 or higher AND one of the following:

Charged or convicted of at least two violent person-on-person offenses

OR one episode of serious institutional violence within the last three years

OR a pattern of self-reported violent acts causing clinically significant impairment to functioning

•Where:

All adult male prison facilities

Centre, Inc. – Fargo

•Length of Treatment

32 sessions; 120 minutes per session

2 sessions per week; 16 weeks

•Dosage = 64 hours

New Pathways to Healthy Relationships (NPHR)

A curriculum designed for people who are moderate to high risk and in need of emotional regulation, specifically related to intimate partner relationships.

Target: Intimate Partner Violence

Who:

Residents with an LSI-R score of 30 or higher AND one of the following:

Any conviction of violence, domestic related, within 3 years prior to the assessment

OR a pattern of self-report violent or aggressive acts towards their partner

OR referrals from treatment staff recommendations

Where:

All adult male prison facilities

Length of Treatment:

32 sessions; 120 minutes per session

2 sessions per week; 16 weeks

Dosage = 64 hours

Cognitive Behavioral Interventions for Sexual Offending (CBISO)

A curriculum designed for male sex offenders who score moderate to high risk on an actuarial measure of sexual recidivism.

Target: Sexual Offending

Who:

Static-99R (Hanson, et. al., 2016) score of 4 or higher
AND at least one criminal sexual offense within the past six years (and has not previously completed sex offense-specific treatment)

Where:

North Dakota State Penitentiary
James River Correctional Center

Length of Treatment:

51 sessions; 120 minutes per session
2 sessions per week; 26 weeks

Dosage = 104 hours

Forward Thinking

Target: Prison Adjustment

Who:

Residents who have a moderate to high score on the Risk of Administrative Segregation Placement (Smith & Labrecque, 2018) Assessment Tool

Where:

North Dakota State Penitentiary

Length of Treatment:

10 sessions; 90 minutes per session
2 sessions per week; 5 weeks

Dosage = 15 hours

Advanced Practices

Target: Skill Acquisition

Who:

Residents who have completed one of the core programs

Where:

T4C, CRP, Substance Abuse Aftercare are all offered at adult male prison facilities and all Centre, Inc. locations
Sex Offender Maintenance Programming is offered at adult male prison facilities
Administrative Transition Unit Group is offered at the North Dakota State Penitentiary

Length of Treatment:

Dosages vary

Special Assistance Unit (SAU) Group

Target: Coping skills for emotional regulation, distress tolerance, and interpersonal effectiveness

Who:

All residents within the Special Assistance Unit

Where:

Special Assistance Unit at the James River Correctional Center

Length of Treatment:

Dosages vary

Nurturing Parenting Program

Target: Parenting skills

Who:

Residents who self-select to learn more about parenting and their relationship with their children

Where:

James River Correctional Center
James River Minimum Unit

Length of Treatment:

8 weeks

Phoenix New Freedom

Target: Substance Use and Trauma

Who:

Residents who seeking to learn more about safe coping skills to deal with reducing substance use and the compounding effects of trauma.

Where:

North Dakota State Penitentiary

Length of Treatment:

Variable
Voluntary Program

Gender-Responsive Group Programming:

Responsive Risk Reduction for Women

Target: Emotion Regulation

Who:

Incarcerated women who display risk for institutional misconduct and those with a mental health-related diagnosis

Where:

Dakota Women's Correctional Rehabilitation Center
All Centre, Inc. locations
Bismarck Transition Center

Length of Treatment:

40-60 minute sessions
5 sessions per week; 8 weeks
Offered on an on-going basis
Dosages vary

Beyond Trauma

Target: Trauma

Who:

Residents who have experienced trauma in their histories

Where:

Heart River Correctional Center
Dakota Women's Correctional Rehabilitation Center

Treatment Length:

12 sessions; 120 minute sessions
1 session per week; 12 weeks

Seeking Safety

Target: Post-Traumatic Stress Disorder and Substance Abuse

Who:

Residents who have comorbid PTSD and substance use histories

Where:

Dakota Women's Correctional Rehabilitation Center
Heart River Correctional Center

Length of Treatment:

Variable

Moving On

Target: Criminogenic Behaviors and Thinking

Who:

Residents of the Dakota Women's Correctional Rehabilitation Center and Heart River Correctional Center

Where:

Dakota Women's Correctional Rehabilitation Center
Heart River Correctional Center

Treatment Length:

Variable

BEHAVIORAL HEALTH

Additional Group Program Offerings:

Medication Assisted Therapy Education

- All ND DOCR residents diagnosed with a moderate to severe opioid use disorder are required to attend this educational class to learn about the resources offered to them.
- Led by the ND DOCR medical authority, residents learn about their eligibility for the sublocade program and methods of medication assisted treatment for substance abuse disorders.

Cognitive Processing Therapy

- CPT is a specific form of cognitive behavioral therapy that has been effective in reducing symptoms of post-traumatic stress disorder (PTSD). It helps individuals learn how to modify and challenge unhelpful beliefs related to trauma.
- Currently being piloted in a group format at the James River Correctional Center.

Mindfulness and Modification Therapy

- MMT is a transdiagnostic treatment that aids in reducing dysregulation of mood and behaviors. It combines elements of evidence-based interventions to aid individuals in improving daily functioning and general behavioral regulation.
- Currently being piloted in a group format at the James River Correctional Center.

LGBTQ+ Support Group

- Previously piloted during the last biennium, the LGBTQ+ support group remains consistently offered at the James River Correctional Center for residents to provide information, support, and resources for residents who identify as members of the LGBTQ+ community.

Alcoholics Anonymous Meetings

- Currently provided at the Heart River Correctional Center

Positive Psychology Group

- Positive psychology focuses on the character strengths and behaviors that allow individuals to build a life of meaning and purpose. This group, offered at the Heart River Correctional Center, is a closed group offered once per week for any resident who is interested.

Dialectical Behavior Therapy Group

- Dialectical Behavior Therapy is an evidence-based psychotherapy that can assist with a variety of diagnostic conditions and behavioral patterns. This group is currently offered routinely at the Heart River Correctional Center, and intermittently at the James River Correctional Center. Both groups are voluntary, closed, and operate once per week for any resident who is interested.

Topics Group

- Topics group is an eclectic group offered at the Heart River Correctional Center and provides structured access to topics such as mindfulness, art therapy, prompted journaling, etc. The topics are changed on a bi-weekly basis and are open to any resident who is interested in joining. This is an open-ended group.

Accomplishments:

- Program Implementation
 - Medication Assisted Therapy (MAT) education groups are now offered throughout all facilities to provide knowledge to residents about options for sublocade provision for those with diagnosed moderate to severe opioid use disorder
 - Cognitive Processing Therapy (CPT) group has been piloted by a pre-doctoral psychology intern at the James River Correctional Center. CPT is an evidence-based program to aid in the reduction and treatment of symptoms related to trauma and PTSD
 - Mindfulness and Modification Therapy (MMT) group has been piloted by a pre-doctoral psychology intern at the James River Correctional Center. MMT is a transdiagnostic intervention for dysregulation in mood and behavior. It combines evidence-based interventions into a comprehensive treatment protocol to aid with improved behavioral regulation and general daily functioning
 - LGBTQ+ group remains consistently facilitated at the James River Correctional Center.
 - The Phoenix New Freedom program originally piloted at the North Dakota State Penitentiary during the last biennium has been officially launched and regularly offered within the facility
 - Vocational Rehabilitation has begun monthly contacts at the Heart River Correctional Center since August of 2022. Since this time, seventy (70) referrals have been made with forty-two (42) intakes being completed onsite at HRCC
 - Job Service has begun to provide contacts at the Heart River Correctional Center twice monthly and provides Career Readiness classes for the residents. On average, ten (10) to twelve (12) residents are present in each group available
- Staff Training/Certification/Licensure
 - Behavioral health staff at all DOOCR sites attended Free Your Mind curriculum training
 - Staff attended Image Rehearsal Therapy training
 - DOOCR licensed psychologist have begun to host weekly didactic seminars for all DOOCR behavioral health staff to review professional development, intervention, research, and special topics review
 - Select staff participated in a Crisis Intervention Team training with the National Institute of Corrections
 - All DOOCR staff attended the North Dakota Behavioral Health Conferences the past two years, as well as Recovery Reinvented
 - Several DOOCR staff have achieved additional licensure in the past biennium to include: Licensed Professional Clinical Counselor, Licensed Professional Counselor, Licensed Clinical Social Worker, and Licensed Addiction Counselor
 - All licensed DOOCR staff have maintained their required continuing education credits per their associated Board requirements
 - ND DOOCR licensed psychologist obtained additional state licensure and certification in working with sex offenders
 - The ND DOOCR continues to partner with local Universities to provide pre-doctoral practicum training opportunities. Practicum students/interns are able to provide services to residents within the correctional environment.
- Resident Training
 - The James River Correctional Center held an additional Peer Support Specialist training and began their own Peer Support Specialist program
 - Peer Support Specialists were assisted in obtaining certification and continuing education credits
 - Recovery Reinvented was live streamed at all ND DOOCR sites for residents to attend virtually
 - Behavioral health staff assisted in launching the Recovery Walk Event for residents

BEHAVIORAL HEALTH

- The North Dakota State Penitentiary hosted additional Peer Support Specialist trainings and certified additional Peer Support Specialists
- The Heart River Correctional Center trained an additional ten (10) Peer Support Specialists
- Free Through Recovery
 - 5,613 people have received services through Free Through Recovery
 - 68.8% overall positivity rate for outcomes
 - 53 agencies currently providing services, which has increase by 15 providers since the previous biennium
- Serious Mental Illness/Special Assistance Unit (SAU)
 - SAU has decreased the number of residents readmitted to the unit after successful completion of the program and transfer out of the unit
 - Increased the number of residents achieving treatment and transfer phases of the program within the first few months of arrival to the unit (i.e., quicker stabilization and less time in isolation)
 - 91.4% of residents placed in SAU did not return to the unit after one stay
- Additional Accomplishments
 - DOCR behavioral health staff participated in the statewide mentorship program
 - Crisis Intervention Training was completed for DOCR facilities as part of the North Dakota Behavioral Health Strategic Plan, additional collaboration regarding this program was completed with ND Jails during the Jail Administrator's Meeting
 - The Missouri River Correctional Center increased community connections through special events such as: Day of Caring at the Zoo, Remembrance Day for those lost, RADD Runs, and the Bismarck Marathon Run, and a Re-Entry Fair
 - The MRCC Re-Entry Fair included twenty-three (23) different agencies across ND who met with residents to improve community engagement

Goals for 2024

- Review and evaluate alternative behavioral health programming options for all DOCR sites, including additions to the current core programs offered.
- Focus on staff wellness and support through review and identification of structured program(s).
- Continued to enhance services for our seriously mentally ill population and grow community connections for continuity of care upon release.

Challenges

- Recruiting and retaining qualified and talented mental health professionals remains a continuous struggle for the department.
 - During this biennium maintaining Licensed Addiction Counselors within the department has been particularly difficult. The availability of LACs statewide has substantially diminished and the DOCR has seen a notable decrease in the number of LACs applying to open positions. This has resulted in a decrease in the ability to provide the same number of substance use treatment groups as in previous years. Many residents have been delayed in treatment timing due to lack of group space availability.
 - Given the requirement that LACs provide substance use treatment in order for a providing program to be licensed, the DOCR's ability to keep up with the need of residents in our care has been quite challenging.



- Providing additional incentives and alternative designations for staff who have advanced degrees and licensure to provide more intensive therapeutic services also remains a goal.
 - Behavioral health staff members at the DOCR who obtain an advanced degree or receive an independent license for practice do not receive additional compensation for doing so.
 - Creating a structure for increased incentives and compensation for additional educational and licensure achievements would be beneficial to the service provision available and staff retention needs within the department.
- Our serious mental illness population continues to increase within the DOCR.
 - Residents referred for psychiatric medication monitoring upon entry to the DOCR increased from 14% at last biennium to 22% at this biennium; and residents referred to Mental Health Release and Integration upon arrival to the DOCR increased from 2% to 4% since last biennium report.
 - While successes in SAU evidence ability to aid residents with SMI diagnoses, additional transitional spaces are few within the DOCR sites.
 - Releases to the community with appropriate housing and mental health service provision has also been difficult for this population.

Areas for Growth

- Increasing individual therapy opportunities for residents to complement the wide range of group treatment options is an area of growth for the department.
- Enhancing housing options and treatment services for residents with serious mental illness within all sites of the DOCR would be beneficial to the overall structure of the department, as well as the residents transitioning to general population accommodations and the community settings.
- Identifying and implementing a structured and prioritized method of staff wellness and support throughout the department is an identified area of growth.

TRANSITIONAL PLANNING SERVICES

The staff is comprised of a Director of Transitional Planning Services who also serves as the clerk to the North Dakota Parole Board, a Deputy Director of Transitional Planning Services, a Classification and Transportation Manager, an Intensive Transition Program Coordinator, a Victim Services Coordinator, a Legal Records Manager, four Corrections Agents, two Administrative Assistants and four Transportation Officers. All of the staff members are certified correctional officers and six are licensed peace officers in North Dakota.

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

Victim Services

Managing Community Supervision Violations

Transportation and Movement

Transition and Release Planning

Appraisal

Legal Records

ND Parole and Pardon Board

Classification for Men

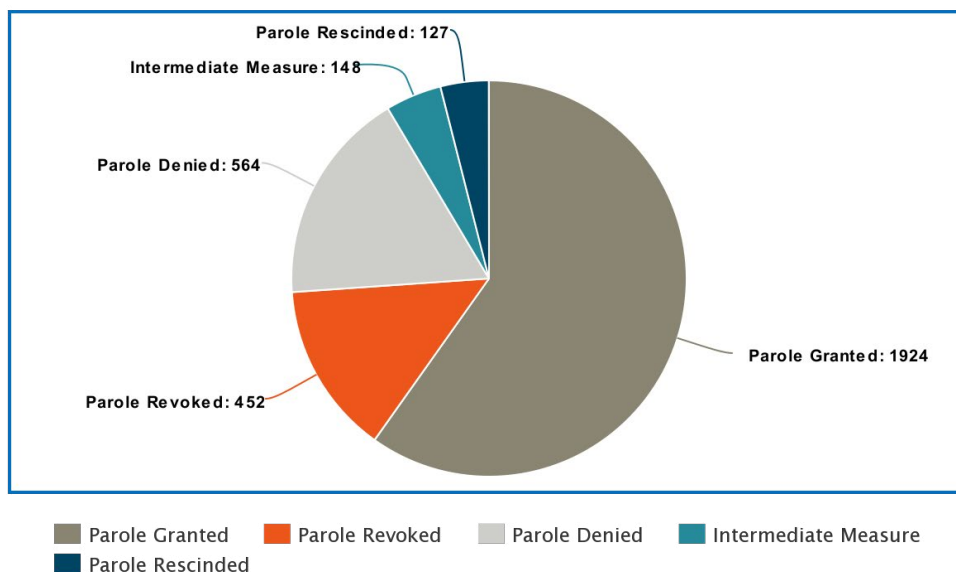
Prioritization and Deferred Admissions

Parole Board

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

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

Parole Board Actions 2021-2023



meta-chart.com

TRANSITIONAL PLANNING SERVICES

Classification for Men

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

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

Legal Records & Appraisal

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

LEGAL RECORDS

The sentencing report is a dynamic document containing a basic demographic listing of criminal offenses for which the individual is incarcerated as well as their projected good time release date, prior criminal record, and a snapshot of the individual's life (education, employment, family, drug and alcohol usage/history, and societal and criminal justice attitudes). This report is completed for every individual sentenced to a DOCR facility based upon an LSI-R/ASI appraisal conducted by contracted staff.

During the 2021 – 2023 biennium, the division completed 2,840 sentencing reports, up 1.09% compared to the 2019-2021 biennium. Of the 2,840 reports, contract staff completed 1,995 appraisals, compared to 1,466 the previous biennium (NOTE: appraisal info was only available for 20 of 24 months last biennium).

The DOCR has the responsibility to assure it executes lawful sentences to the DOCR as well as a legal and ethical duty to uphold the law and work with state's attorneys and courts to correct illegal sentences. The TPS Legal Records team, consisting of five FTEs, one temporary staff, and one supervisor, is assigned this duty. From July 1, 2021, to June 30, 2023, Legal Records' staff processed 5,299 criminal judgments and entered 9,479 counts for individuals sentenced to DOCR custody.

TRANSITIONAL PLANNING SERVICES

Additionally, statistics from the 2021 – 2023 biennium include the following numbers processed by the Legal Records team:

- Discharges = 2,605
- Notifications of pending cases, active warrants, & detainers = 3,271
- Uniform Mandatory Disposition of Detainers & Interstate Agreement on Detainers (“Fast & Speedy” requests) = 687
- Interstate Compacts = 146
- Judgments sent back to court due to:
 - Illegal sentence of imprisonment = 116
 - Illegal term of probation ordered = 53
 - Needing clarification = 179

In July 2021 the DOCR implement an online booking process. This allows the county stakeholder to select the date and time of a newly sentenced person to the DOCR. This new online process eliminated strings of email chains and improved the efficiency of the process and allows for the sharing of information between the DOCR and county stakeholders.

Transportation & Movement

Transitional Planning is the hub of the transportation for the DOCR. Most individuals being transported are under the custody of the DOCR. These statuses include juveniles, parolees, parole violators, probationers, interstate compact violators, and out-of-state extraditions. In 2019 the DOCR joined the Northwest Shuttle, which is a cooperative agreement between sheriff's departments and correctional agencies in the Western United States to transport individuals to the jurisdiction with detainers or warrants.

Victim Services Program

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

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

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

docr.nd.gov/victims-services.

Annual Victims' Rights Weeks

Every year the nation recognizes victims of crime during a dedicated week in April.

In 2023 the DOCR obtained grant funding to promote public awareness during this week through social media, newspapers, radio and printed material.

TRANSITIONAL PLANNING SERVICES

Managing Community Violations

From July 1, 2021 – June 30, 2023, the Intensive Transition Program Coordinator teamed up with the Parole and Probation staff to conduct 2,792 case reviews. These case reviews are structured to coordinate community interventions, advise on revocation proceedings, recommend sentences, or provide pertinent information to ensure successful transitions for those returning to prison or the community.

Sentence & Treatment for Early Release (STEP)

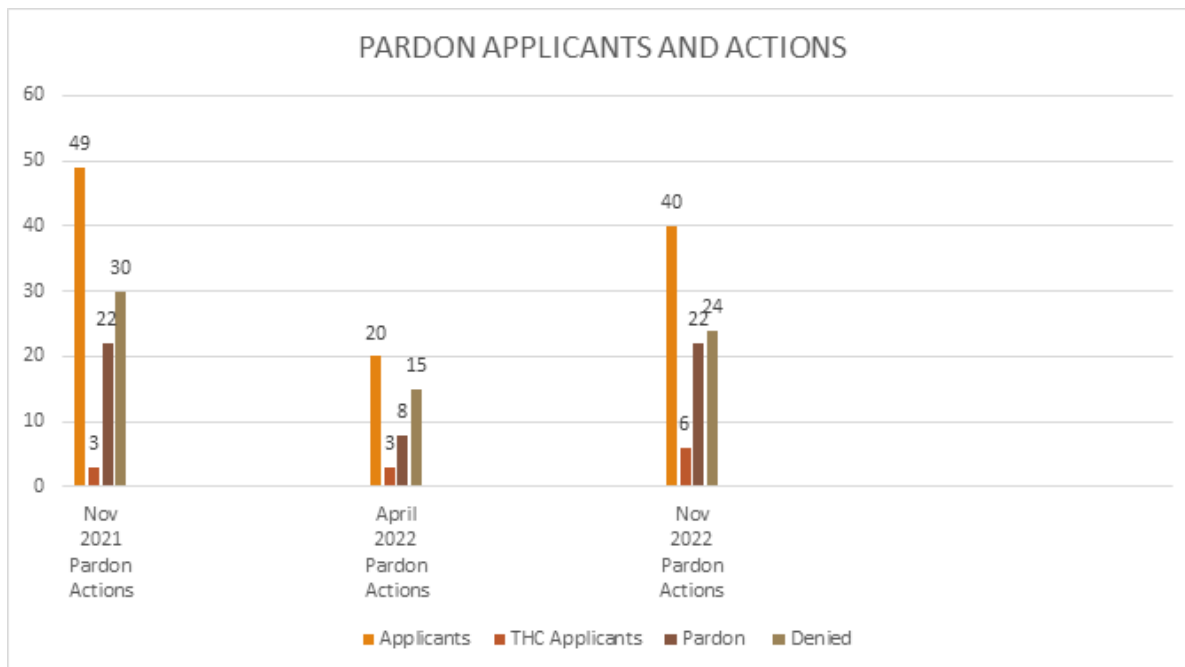
The North Dakota Legislative Assembly has granted the DOCR authority to release an individual to probation who was sentenced to the DOCR upon conviction of a qualifying drug or alcohol related offense. An individual must meet STEP program eligibility requirements as set by law at the time of the offense,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

Deferred Admission to the DOCR

The North Dakota Department of Corrections and Rehabilitation (DOCR) maximum operational capacity for men and women inmates is 1,624 and 224, respectively. The operational capacity consists of inmate housing at the North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, Dakota Women's Rehabilitation and Correctional Center, Heart River Correctional Center, contractual treatment, transitional / community housing facilities, and contract beds in county and regional correctional facilities. When the average daily inmate population, specific to gender, for a discrete month exceeds the maximum operational capacity, the DOCR will implement the inmate admission prioritization plan the following month.

In March 2023 the DOCR was required to implement the prioritization of female new arrivals due to exceeding our budgeted operation capacity pursuant to North Dakota Century Code Section 54-23.3-11.

More information can be found in the index of this report.



PAROLE AND PROBATION

The North Dakota Department of Corrections and Rehabilitation - Parole and Probation Division provides supervision for people on parole, supervised probation and pretrial in the community. The division also supervises a small number of people on inmate status who are authorized to be in the community placement program as well as people who are subject to a sex offense community civil commitment order. Lastly, the division conducts presentence investigations for the courts. The division consists of one hundred forty-three FTE staff that work from 17 district offices located throughout the state which are organized into eight regions: Region 1: Fargo & Wahpeton; Region 2: Bottineau, Rolla, Devils Lake, Jamestown & Oakes; Region 3: Bismarck & Washburn; Region 4: Mandan, Beulah, Dickinson; Region 5: Minot, Williston, & Watford City; Region 6: Grand Forks & Grafton; Region 7: Statewide Drug Courts and Staff Development; Region 8: Pretrial Services.

Parole and Probation is responsible for teaching, coaching, mentoring and holding accountable approximately 6,600 people on supervision in an effort to help them make positive changes in order to improve their lives and desist from crime. In doing so, this contributes to improving the health, safety and vitality of our communities in a very cost-effective manner. The division utilizes evidence-based practices to triage the workload and help identify risks and needs of individuals to formulate case plans with people. These case plans serve as a roadmap for individual's behavior change journey. The division also collaborates with numerous public and private stakeholders throughout the state to share information, ideas and resources in order to improve outcomes. The strength of the organization rests in the innovative, motivated and dedicated staff that work towards the mission of the department. The division operates many specialized programs including parole specialists, drug court, sex offense specialists, domestic violence specialists, mental health specialists and a newly developed emerging adults' caseload to target specific needs of the clientele.

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



General Case Management and Supervision

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

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

Statistics

- 143 total staff, 107 sworn parole and probation officers and 36 administrative support, corrections agents and corrections case managers.
- 17 district offices in the state.
- Supervise 6,836 individuals as of 06/30/2023 – 4,995 men and 1,841 women Supervised 6,462 at the start of the biennium – 4,745 men and 1,717 women
5.8% increase over the biennium. (Primarily driven by the expansion of pretrial services division.)
- Approximately 75 individuals on supervision for sex crimes daily that are monitored using GPS technology.
- Supervise 60-70 individuals daily with SCRAM technology (alcohol monitoring).
- Completed 330 Presentence Investigations for the courts over the biennium.
- Collected \$1,665,807 in supervision and transfer fees.



PAROLE AND PROBATION



Drug Courts

The courts are in Bismarck-Mandan, Minot, Grand Forks, Jamestown, and Fargo has two. Each court is staffed by one drug court officer who supervises the drug court caseload and coordinates drug court activities. Drug courts attempt to divert people from entering jails and prisons by providing intensive case management and treatment services. The courts use a team approach comprised of a judge, prosecutor, defense counsel, probation officer and treatment provider.

Every person accepted in the drug court meets with the team in court as they progress through phases. The judge, in conjunction with the team, works to hold people accountable by administering sanctions for violations while also providing support and affirmation for positive accomplishments. Participation provides an opportunity for people to engage in life-changing recovery from addiction; which benefits their children, family members, friends and the community.

Managing People Who Have Committed a Sex Offense

During this biennium, the division continues to see a sex offense caseload stabilize around 600 people or about 9% of the total supervised population. The division has sex offense specialists and liaisons deployed throughout the state who receive specialized training in sex offense behavior assessment, management and change in order to reduce the likelihood of reoffending and meeting the goal of "no new victims."

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

Housing for people who must register as a sex offender continues to be a serious problem and a growing problem for people on supervision. During the biennium the number of people that are homeless averages about 350 per month of which sex offenders make up a significant portion. Homelessness, or being underhoused, is a significant risk factor that increases the likelihood of people engaging in technical violations and new crimes. The department has leveraged resources to address housing needs of the at-risk population and nonprofits have helped with this issue but gaps still exist throughout the state.

Staff Development

Parole and Probation is committed to providing our staff the training and tools to improve knowledge and skills to work more safely and effectively. Opportunities for development include leadership and management courses, communication and behavior change skills, mental health, addiction, disabilities, safety tools including firearms training, Taser®, Pepperball®, self-defense tactics and skills around self-care including resiliency training. Yearly, the division provides a 4-day training hosted at the North Dakota National Guard's Training Center-Camp Grafton where staff engage in team-building exercises, dynamic firearms training, self-defense tactics and have the opportunity to put their skills to the test in scenarios that are based on actual events staff have encountered.



Innovation

Emerging Adults - 18-24 Year Old Clients: In the fall of 2020 the Division of Juveniles Services – Community and the Parole and Probation Division collaborated to launch an Emerging Adults engagement and supervision strategy by engaging DJS intensive case managers to work with emerging adults in order to try to improve outcomes for that population. The goal is to reduce revocation rates among this group from 42% to 30%. Over the course of the biennium DJS staff were trained on P&P operations, core correctional practices, and safety in addition to the training they receive in best practices for youth. DJS staff in Minot, Bismarck, Grand Forks, and Fargo were assigned young adult caseloads. This collaboration is showing significant progress, with the overall revocation rate for individuals who were between 18-24 at the time of case closure at 31.3%. This compares to 41.4% for the 2017-2019 biennium.

Data-Driven Decisions: In 2020 the division was awarded a nearly \$1 million grant from the Bureau of Justice to develop analytical tools in order to better use data to make decisions from the front-line staff to middle and upper management with the goal of improving outcomes from people on supervision. The division has partnered with Recidiviz. The work over the current biennium included a manager dashboard to easily monitor staff performance metrics, integration of the Recidiviz Early Termination into Docstars, and associated data sharing process between the systems.

PAROLE AND PROBATION

Pretrial Services: Pretrial services continues to serve the North Dakota Judicial Branch. With support from the 2023 Legislature, the division was able to expand pretrial services to the Northeast Central Judicial District on a part-time basis. Additionally, services expanded in the South Central Judicial District to full time, added one additional day in the North Central Judicial District, and continues to operate in the East Central Judicial District on a part-time basis. The program's core functions include:

- Connect with community services
- Monitor release and pretrial conditions
- Promote any needed behavior change
- Reminders for court dates

Over the course of the biennium there has been significant growth in the pretrial supervision population. On July 1, 2021 there were 120 defendants supervised and on June 30, 2023 there were 568 defendants (increase of 373%). Pretrial services provide the court the opportunity for an alternative to the defendant to post a cash bond at arraignment or combine supervision with a cash bond posting. This allows for closer monitoring of defendants that otherwise would have been waiting trial in the county jail. As well, for those defendants who pose a higher risk if they do post cash bond, pretrial supervision provides an extra layer of services and monitoring of conditions, and swifter reporting to the court if conditions are violated.

Community Engagement

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

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

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

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

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

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

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

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

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

PAROLE AND PROBATION

Collaboration

- Worked ND State Court Administration and district to select pretrial services expansion into the Northeast Judicial District.
- Contracted with Management and Training Corporation (MTC) and Southwest Multi County Correctional Center (SWMCCC) to develop community-based substance use and criminogenic reduction intervention services in Dickinson, Minot, Rolla, and Williston.
- Facilitated a \$500,000 federal grant to provide training to drug court team members, conduct program evaluations and to fund the delivery of Thinking for a Change programming to drug court participants.

Operations and Services

- We will have 32 SUV's in our fleet which are dispersed to officers who work in or carry rural caseloads in an effort to improve safe access to where people live and work in all road and weather conditions.
- Parole and Probation staff and institutional case managers trained in EPICS.



Challenges

- Extensive problems prevail for the DOCR with compensation, and in particular compression. Just as the state has been working on justice reinvestment and reform, the state needs to make a concentrated effort to find ways to work on compensation reform and reinvesting in our correctional staff who are recognized for leading and implementing criminal justice innovation and reform. This not only includes pay, but providing a retirement plan that will “level the playing field” with other public safety agencies and provide an incentive for employees to build their career at the DOCR.
- Opioid use consisting of prescription narcotics, heroin and fentanyl, has caused many challenges for the department. These highly addictive and lethal drugs are often associated with an increase in theft and aggressive and violent behavior. As well, 48 adults on supervision have died from either long term drug/alcohol use or overdose during the biennium. Access to affordable and effective substance use interventions continues to be a challenge for the division.
- Information management continues to quickly evolve and is expensive. IT issues and security are taking more and more time from management and front-line staff which takes resources away from staff supervision, case management and other core operations.
- Housing for those convicted of criminal offenses is difficult, especially if the crime is a sexual offense. Adults under supervision who are reporting homelessness continues to rise.

DIVISION OF JUVENILE SERVICES

The Division of Juvenile Services (DJS) provides intensive case management for youth committed to the agency's care, custody, and control through the juvenile court. DJS has three primary subdivisions; community corrections case management /supervision delivered by 31 staff and secure care through the North Dakota Youth Correctional Center (NDYCC) facility, delivered by 44 staff. Treatment and rehabilitation plans are developed and facilitated through the DJS intensive case management model.

The community corrections case management subdivision partners with the Division of Parole and Probation to provide supervision for a group of young adults. DJS staff that carry young adult caseloads are fully trained in effective juvenile practices and receive extensive training through the Parole and Probation division as well. DJS has oversight for the operation of the Interstate Compact for Juveniles across the state, and for juvenile detention rule setting and inspection. Lastly, DJS works with eight schools to manage Day Treatment classrooms which provide behavioral remediation for disruptive youth.

A third subdivision of six staff provide behavioral health and family services to youth housed at the Youth Correctional Center and to youth and families living in the community. Substance use disorder interventions, suicide prevention programming, individualized mental health counseling, and anger management interventions are provided at the Youth Correctional Center. Brief Strategic Family Therapy is provided in-home to families in many regions of the state.

Approach

Over the course of their treatment, youth may require the use of several programs in multiple levels of care. DJS operates under the philosophy that services should be provided in the least restrictive environment consistent with the practice of assuring public safety and the well-being of the youth. DJS endorses a developmental approach to youth rehabilitation, a commitment to continuous quality improvement in all areas of operation, and a desire to be data driven. The Mandt System provides the foundation for the DJS behavioral management approach. Based on over 20 years of research, the Mandt System is comprehensive and integrated to provide both incident prevention and behavioral de-escalation. Mandt teaches the core values of dignity and respect, and DJS practice manages youth behavior based on those values.

Operations

Supervision and intensive case management – staff in 8 regional offices statewide served 260 youth and 137 young adults.

- Secure custody - Youth Correctional Center provided behavioral treatment for 105 youth and housed 68 youth during an assessment period. YCC also held 196 detention youth. YCC provides pre-trial detention for several area counties.
- Juvenile detention - Promulgated rules, responded to violations, completed annual detention inspections statewide.
- Interstate Compact for Juveniles - Administrated cooperative interstate supervision of delinquent, absconding and runaway juveniles. Oversaw daily operations and state council. Served 502 youth.
- Day Treatment - set standards, managed contracts and audited school based behavioral intervention programs. Day treatment classrooms supported 248 students during the biennium.
- Behavioral and family health - provided substance abuse intervention for 43 youth housed at the YCC, provided Anger Replacement training to 14 youth at YCC, and processed 130 family referrals to the Brief Strategic Family Therapy program.
- Victim notification - Maintained statewide compliance with NDCC 12.1-34-12, particularly Subsections 16 and 18.

DIVISION OF JUVENILE SERVICES



- Quality assurance - completed continuous quality assurance data collection and review process for the YCC and Heart River Correctional Center and provided recommendations for setting goals and outcomes, investigated and debriefed 69 critical incidents regarding youth behavior, 25 Prison Rape Elimination Action reports, and completed 7 miscellaneous investigations into incidents of staff misconduct, contraband, or policy and procedure compliance.

Operations served 1,473 youth and young adults during the biennium.

Accomplishments

DJS sets strategic performance goals and monitors achievement through data collection and analysis, measuring positive youth outcomes as well as recidivism analysis, and internal and external performance auditing. During this biennium we:

- Sustained the rightsizing of the Youth Correctional Center, with the average daily count of 24. Analysis suggests a target of 23 youth for North Dakota's confined youth population.
- Partnered with Parole and Probation to provide a supervision practice for young adult probationers aged 18-24. The staff who provide this supervision receive extensive cross training. Please see the Parole and Probation section of this report for further information and outcomes regarding this partnership.
- Expanded evidence-based family therapy to all regions of the state. Although service area capacities are somewhat limited, the foundation for state-wide coverage is now in place.
- Expanded the partnership with Juvenile Court Unit 2 to provide collaboration and technical assistance to Spirit Lake Nation and Turtle Mountain Band of Chippewa tribal juvenile courts through a memorandum of understanding. This project is designed to improve fairness and access to services for youth adjudicated delinquent in tribal court.
- Assisted with site development, advisory board development and practice expectations for two new Day Treatment sites.

Challenges

- The physical plant at YCC creates significant barriers to providing optimum rehabilitative programming for youth, as well as staff safety.
- Lack of alternatives to detention and community-based services for delinquent youth and their families continues to force an over reliance on expensive out-of-home care.
- A handful of specialized sub-populations require specialized programming that is not provided in North Dakota; i.e., trafficked youth with behavioral health needs, delinquent girls, youth with certain sexualized behaviors.

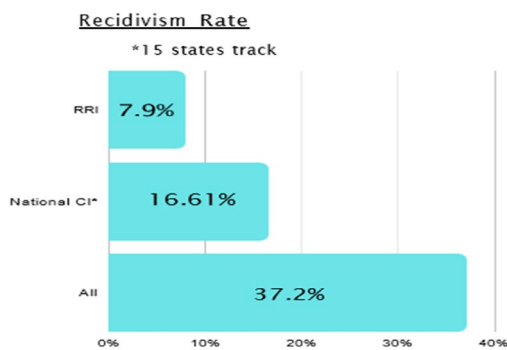
Next steps

- Continued collaboration with Parole and Probation statewide, including setting goals for outcomes.
- Pursue improvements to YCC buildings and campus to improve safer working conditions for staff and living conditions for youth.
- Build out evidence-based family therapy capacity.

ROUGH RIDER INDUSTRIES

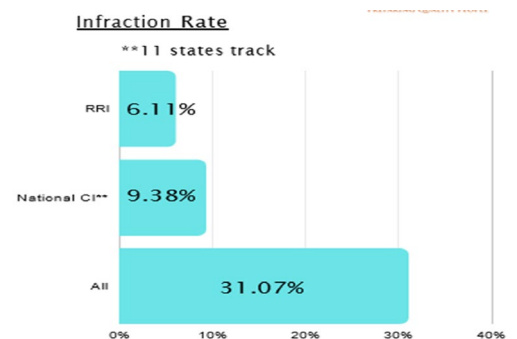
The Department of Corrections and Rehabilitation's (DOCR) rehabilitative focus emphasizes making incarcerated adults a better neighbor upon release from prison. To be a better neighbor an individual must maintain employment. A 2011 study of formerly incarcerated individuals found that employment was the single most important factor in decreasing recidivism, and recidivism rates are nearly cut in half for returning citizens with a full-time job as compared to similar individuals who are unemployed. The National Institute of Corrections report 85%-89% of ex-offenders who are re-arrested are unemployed.

Rough Rider Industries (RRI) helps prepare and return individuals to the community who possess employability skills that are necessary to be gainfully employed. Employability skills include both technical and soft skills training. Technical skills are easily defined and measured, and skills taught in RRI include welding, metal fabrication, wood fabrication, sewing, and upholstery to name a few. Soft skills are often more difficult to define and measure but are reportedly in greater need by today's employers. RRI emphasizes the importance of time management and communication while helping develop and instill social skills for the workplace. RRI provides a positive, healthy work environment where participants are surrounded by like-minded individuals. RRI helps participants gain confidence in their work skill abilities which helps increase their chances of a successful reentry.



Recidivism data collected on RRI participants enrolled in the correctional industries program for at least six months, shows a recidivism rate of 7.9%. This compares very favorably to the national average for correctional industry programs of 16.61%, and to the overall ND DOCR recidivism rate of 37.2% (all).

Correctional industry programs also help reduce offender idleness inside prison, which is proven to decrease violence against staff and residents, making DOCR facilities safer. RRI program participants must meet strict eligibility requirements to include a high school education or GED, be treatment compliant, and must display good institutional conduct to be considered and enrolled in the program. To the right is a chart depicting infraction rates for RRI participants versus non-RRI residents as measured as a percent for all DOCR residents. The chart also includes the national correctional industry infraction rate average as measured by the 11 states that currently track this data.



Accomplishments, Activities, & Equipment Technologies

A key objective for RRI and the DOCR is to educate the public on our overall rehabilitative mission. One way of achieving this objective is by providing tours of the inside of our facilities and explaining the important work and programs provided to the individuals under our care. Tours offer a unique opportunity to showcase the industries program and the program participants, and highlight's the rehabilitative work being done in this area.

On July 25, 2023, RRI and the DOCR hosted Dr. Nathan Erickson and four of his sociology students from Doane University. Dr. Erickson was awarded a grant to study culture change inside prisons and chose to visit the ND DOCR as their top destination. Tours were led through the RRI work areas, highlighting projects and the technologies utilized, and residents answered questions posed by the tour group.

ROUGH RIDER INDUSTRIES



During this past biennium, RRI and the DOCR worked collaboratively with Job Service of ND in helping provide career readiness training to our resident population, as well as job fair opportunities, informing residents of WIOA, WOTC, Federal Bonding Programs, and the creation and rollout of the Job Placement Program (JP3). RRI invited Job Service personnel from the Jamestown and Fargo district offices to speak to our James River Correctional Center industry participants about the different services Job Service provides. Pictured above is the fun the RRI and Job Service team members had that day.



RRI residents give back: On Friday, August 18, twenty-six RRI workers at the James River Correctional Center (JRCC) volunteered their time creating and sewing "Blessing Bags." These bags were donated to the South Central Homeless Coalition. Two hundred bags were produced from scrap and donated materials and the bags were filled with hygiene type supplies such as soap, shampoo, conditioner, nail clippers, and small first aid kits. The bags were distributed to regional food banks, correctional facilities, human service centers and zone offices.

RRI asked some of the volunteers why they chose to participate and donate their time to this project. Here are a few of their responses:

- "There are enough people mad about all that is wrong in the world. I am grateful to be happy about what is right and the good that people do."
- "It's about positive energy and I want to be part of it."
- "I've been homeless before, so I know what it's like."
- "It is the good we need to feed and grow."
- "It is nice to do something I want to do and not something I have to do. I like that I'm doing something that will make people feel good."
- "No one is immune from life humbling them, so if I can help them, I'm grateful to be able to do so."

ROUGH RIDER INDUSTRIES

RRI Residents in the national spotlight: Two residents enrolled in the RRI program were featured in the national publication of NCIA News. This is a quarterly publication from the National Correctional Industries Association (NCIA) and featured in the fall edition were articles written by RRI program enrollees, Mano Gonzalez and David Sisson. The article's theme was what RRI's correctional industries program has meant to each of them. Both individuals have served almost 30 years of time.



Exposing RRI program participants to current equipment and software technologies that mirror that of today's manufacturing sector helps prepare individuals for the outside labor market. These offerings help make a smoother transition into the private sector job market and give individuals the necessary skills to find employment which is proven to improve lives and reduce recidivism. Material handling is a big part of any manufacturing enterprise. This past biennium, RRI added a new skid steer loader and cabbed forklift to our materials handling equipment line. These pieces of equipment ensure product is handled in a safe and secure fashion and allows our program participants to operate heavy duty loading equipment for materials and snow removal.

RRI is noted for its custom furniture fabrication throughout North Dakota. The furniture division has 36 individuals associated with this work area and includes everything from working with the RRI sales executive team on the CAD design, to the actual production, handling, and installation of the product at job sites throughout the four corners of the state. Technology is an emphasis of RRI in all equipment and software offerings. One of the newest equipment additions in the furniture production area was the introduction of a touchscreen edgebander. An edgebander applies edging tapes to raw edges of wood panels or boards and is used to improve the appearance and durability of the finished product.



Medical Services

Accomplishments:

- Medical and treatment collaborated for a multidisciplinary approach to treat substance use disorders using Medication Assisted Treatment (MAT) therapy. For the first quarter of the current biennium, they had 68 individual patients start on therapy. patients start MAT therapy. DOOCR partners with community-based care for discharging residents. Our partners provide monthly education classes for residents who qualify for the treatment so they know their options both during incarceration and after release.
- Treated and cured 153 residents who were positive for Hepatitis C upon admission to the DOOCR in the last biennium, more than any other single provider or health system in the state. The DOOCR medical team is on track to treat more than 310 residents this biennium, starting approximately 12 new patients per month. Medical has had a 30% decrease in Hepatitis C cases diagnosed on admission this year compared to the same period last year.
- Dr. Gravning participates in the ND Hepatitis Elimination Council to work on statewide eradication strategies.
- Pharmacy has collaborated extensively with the pharmaceutical company to get the best possible price allowing us to treat the maximum number of patients the budget will allow. We are also exploring the possibility of shorter treatment courses in certain individuals to treat as many people as possible.
- Collaboration with the Simulation in Motion- North Dakota team to provide onsite training for medical and correctional staff using high-fidelity human patient simulators to train on various emergent medical situations. Training included sessions at JRCC, MRCC, NDSP and the YCC/ HRCC campus.
- During the 2023 - 2025 biennium, the medical department will increase on-site medical evaluations and treatments by adding onsite ultrasound, sleep studies, and improved colorectal cancer screening.

Challenges:

- Maintaining nurse staffing at all facilities continues to be a daily challenge, due to a severe national and local shortage of nursing leading to stiff wage competition in our communities.
- Increasing age and declining health of resident with long sentences taxing the medical resources of facilities.
- Individuals discharging from our custody who also require skilled nursing care with an underlying sex offense are nearly impossible to place in an appropriate care facility. Working with parole and probation, case management and county public health in an effort to provide wrap around services for these individuals.
- The ongoing mass COVID testing was very taxing on medical, case management, security and education staff resources. DHHS provided resources for the testing events when available providing some relief on the teams. Many weeks we provided testing two times per week, needing 12 staff at each location to support the day of testing.



FACILITY OPERATIONS



Dental Services

Accomplishments:

- Increased focus on comprehensive dental care for the DOCR residents:
 - 541 periodontal therapy treatments
 - 90 fewer extractions
- Implemented Dentrix software, which will improve collection of data.
- The addition of one team member to the dental team has resulted in an increase in patient encounters. Through COVID pandemic operations, the dental team provided support in multiple areas throughout the DOCR. As operations returned to normal, the dental team has significantly increased patient encounters.
 - 2022: 5971 patient encounters.
 - 2023: 7053 patient encounters.
- Focusing on moving towards more comprehensive care resulting in an increase of fillings provided - 1,010 up to 1,558 (548 difference).
- This has resulted in fewer extractions, 894, down to 804 in 2023.
- Overall increase in production value of care completed in 2022 was \$869, 474.00 up to \$1,101,694 in 2023.

Physical Plant Services

The Department of Corrections and Rehabilitation Physical Plant is responsible to provide a safe and secure living environment for all the individuals that have been committed into any one of the five state funded facilities. North Dakota State Penitentiary, Bismarck; James River Correctional Center, Jamestown; Missouri River Correctional Center, Bismarck; Heart River Correctional Center, Bismarck; and the Youth Correctional Center, Mandan. The Physical Plant Division has a total of 29 FTE's who are qualified tradespeople in their fields of expertise and are responsible for the installation, operation, maintenance, and repair of the equipment at the DOCR facilities. It is also our responsibility to provide the recommendations for short- and long-term building needs for the Department of Corrections and Rehabilitation.

Statistics:

The DOCR Maintenance Staff are assigned daily work orders through the DOCR Maintenance Request System. There is an average of 932 work orders issued each month and the work could be in any one of the 69 buildings that make up the Physical Plant of the DOCR. This is an increase of 43% over the previous biennium and continues to increase as the age of our buildings increase. 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 gives 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.

Accomplishments:

The DOCR Maintenance Division continues to expand on the Preventative Maintenance Program that addresses the many pieces of equipment that is under its care. This equipment is serviced on a daily, weekly, or monthly schedule.

There have been numerous Physical Plant improvements at all five facilities which include:

NDSP

- Replacement of the back-up power supply system for Master Control
- The relocation of the outside security fence located west of Roughrider Industries Building A
- Numerous repairs and/or replacements in the Medium Transition Unit (MTU) to include replacement of the air handling unit, building automation, complete outside window replacement, and fire alarm panel replacement
- Extensive repairs were made to a wall located beneath the facilities West Security Tower
- Extensive alterations were made to the East Unit "C" Pod of General Housing to convert it into the new Restoring Promise Unit
- The NDSP Heating Plant building saw the replacement of a high-pressure boiler feedwater pump as well as extensive condensate line repairs until replacement of the main line can be completed
- The Treatment & Training Departments received new paint drastically improving the working environment in these two areas

MRCC

- The entire interior of the main housing building was re-painted by the facility residents
- The Main Housing Buildings shower room areas have been plagued by mold since the 2011 flood
- This past biennium all 3 shower areas in the building were demolished and rebuilt with re-barred concrete filled block walls, new ceilings, and new fixtures to address this issue
- Numerous buildings received either new air conditioning or heating units to include laundry building, library building, Transitional Housing Unit, Kitchen, and property/education buildings
- Numerous repairs & updates were completed on the outsides of the buildings to include: the addition of two pergolas, chip sealing and striping the main entrance road, and re-painting of the main housing unit exterior

JRCC

- Numerous updates and repairs were made the facilities Administration Building to include brick work, HVAC and lighting improvements, and wall, floor, and ceiling repairs
- Touchless faucets were installed throughout the facility to improve hygiene and save water
- Numerous buildings received cooling system repair/installations to include ET Building, SAU Building, and Kitchen & Dining Buildings
- Plumbing risers in the ET Building staff sink areas were replaced on the 2nd through 6th floors
- The elevator in the Amusement Hall Building was remodeled, and extensive structural repairs were made to floors, ceilings, and walls in the building

YCC/HRCC

- All fire alarm systems on the facility campus were replaced
- The entire Hickory Cottage was extensively remodeled to allow for expansion of the existing Heart River Correctional Center
- The entire North Entrance Road into the facility was replaced
- All cooling compressors were replaced in Centennial Hall
- Nearly all exterior building windows were tinted to help provide sight/sound separation between juvenile & female offenders on the property

FACILITY OPERATIONS

YCC/HRCC

- Extensive repairs were completed in Brown Cottage on the sleeping rooms, front entrance, and staff desk areas
- A portion of the facilities sewer system was re-lined, and the final facility manhole/vault was replaced with sewer grinder to protect the facilities wastewater lift station
- Recreation fences were added around Maple & Hickory Cottages to improve sight/sound separation between juvenile & female offenders on the property

Concerns/Issues:

A large portion of buildings located at the MRCC, JRCC, and YCC are past their useful life. Many of these buildings contain massive amounts of asbestos, are highly inefficient, lack proper space, and are no longer conducive to modern day corrections.

JRCC

- The JRCC Maintenance Shop exceeds 100 years of age and is in a rapid period of decay
- Funding has been granted by the 2023 ND Legislature for replacement of this building
- JRCC also has numerous (5) elevators that are in critical condition and in need of updates & repairs which will happen in the upcoming 23-25 biennium
- The roofs on numerous buildings are also in need of repair/replacement
- This upcoming biennium the following buildings will be receiving repairs and/or replacements (ET Building, Kitchen, Education, and SAU Buildings)

MRCC

- The MRCC Geothermal Heating/Cooling System has been underperforming since it's installation
 - This underperformance has drastically shortened the life of the main buildings heating/cooling pumps, and all are currently in need of replacement
 - Plant Services also had a test well drilled adjacent to the well field and we are currently awaiting Engineering recommendations on a supplemental cooling system to aid the existing system in periods of high demand
- The lighting & HVAC systems in the main building are outdated and will be upgraded/replaced in the upcoming 23-25 biennium
- The Transitional Housing Unit is approximately 10 years old. These temporary buildings that are currently being used as a permanent housing solution are beginning to age at a rapid pace. The buildings are beginning to shift and settle causing numerous issues with flooring, roofing, and building systems. The HVAC units are also nearing their end of life and will soon need complete replacement.

NDSP

- The plumbing systems in the Administration (1953) & West Cell House (1960) buildings are at the end of life and in drastic need of replacement. These two buildings also have original windows in need of replacement as well.
- The buried fuel oil back-up tank for the Heating Plant Building is 42 years of age and in need of replacement due to failing its most recent corrosion test. Intermediate measures have been taken to address this issue until a replacement tank can be installed.
- The existing wastewater lift station is 70 years old and in need of replacement. Engineering work is underway, and this unit will be replaced in 2024.

YCC/HRCC

- The facilities HVAC building automation & lighting systems are outdated. Work is currently underway replacing some of these systems.
- The facilities heating plant building exceeds 100 years of age and is in critical condition.
- Steel I-Beams have been added into a portion of the building and on-going structural assessments/monitoring are taking place. This building is beyond repair and in drastic need of replacement.

Each facility has numerous programs in place to help residents succeed. The following is a list of initiatives represented at most, if not all, facilities.

Peer Support Specialist Initiative

Over the past 10-15 years, there have been major shifts in the behavioral health system to support recovery. The shift to recovery explains the shift from stabilization and maintenance to recovery and resiliency and the implications of this shift on the delivery of services. According to the Substance Abuse and Mental Health Administration, recovery is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

Peer support specialists are individuals who have been successful in the recovery process who help others experiencing similar situations. Through shared understanding, respect, and mutual empowerment, peer support workers help people become and stay engaged in the recovery process and reduce the likelihood of relapse. Peer support services can effectively extend the reach of treatment beyond the clinical setting into the everyday environment of those seeking a successful, sustained recovery process. The peer support specialist program has been implemented in all DOCR facilities and is a critical component of the rehabilitation and supports efforts for people in DOCR custody. All peer support specialists in DOCR facilities have lived experience, mental health and/or substance use issues and incarceration and go through a 40-hour training program that is offered to incarcerated individuals a minimum of one time per year by the Department of Health and Human Services. Those who attend this training can gain certification and be employable as a peer support specialist upon release.

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

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



FACILITY OPERATIONS

Inmate Canine Assistance Program

The Inmate Canine Assistance Program (ICAP) has been a positive experience for residents, team members, and those in need of services. The program is a partnership between the DOCR and Great Plains Assistance Dogs Foundation a member of Service Dogs for America (SDA). ICAP has expanded since its inception at JRCC to both NDSP and MRCC. Residents apply and are vetted through a screening process based upon pro-social behavior and input from team members. Each canine is assigned to no more than three residents who have been trained by SDA trainers. The residents in ICAP are trained in canine care and grooming, to evaluate and modify canine behavior, obedience, as well as service dog tasks utilizing positive reinforcement methods under Assistance Dogs International accreditation standards. SDA trainers visit the facility every other week for group and individual instruction on canine training techniques. Canine and their handlers are evaluated on a consistent basis.

Prison Culture Assessment

Prison Fellowship partnered with the ND DOCR to establish a Prison Culture Assessment, which is the first of its kind. This assessment was predicated on the belief that prison culture plays a part in the health and well-being of people who work and live in prisons, and in the success of prisons. Team member and resident focus groups targeted interventions at each facility resulting in the overall culture improving at each ND DOCR facility over time.

Examples of targeted interventions at MRCC included an employee planning committee to increase staff involvement in MRCC's events and programs. MRCC also created a welcoming committee comprised of long-term residents and team members focusing on reducing anxiety for new resident transfers. The committee meets with resident transfers to establish and demonstrate professionalism, define resident expectations, and cultivate a healthy and supportive rapport.

Gardens

JRCC, NDSP and MRCC planted and harvested vegetable gardens during the 2023 planting season. Seeds were donated by local businesses and Harvest Now, a national organization that supports prison gardens who donate produce to local shelters and food banks. The Community Action Food Pantry, Jamestown Senior Center, Ministry on the Margins, the Soup Kitchen are a few of the organizations receiving approximately 80% of the produce harvested in 2023.

Shining Light

The DOCR partnered with Shining Light, an Academy focusing on individual's strengths and developing a positive mindset. The Academy uses positive psychology as the core curriculum centering on each individual as they create their wellness recovery action plan. The academy uniquely uses artistic expression such as written and spoken word poetry and playwriting. This program is offered at JRCC and NDSP through virtual facilitation.



MAXIMUM SECURITY FACILITY



Photo taken by John Lang

The North Dakota State Penitentiary (NDSP) is a maximum custody facility that houses males sentenced to the Department of Corrections and Rehabilitation. NDSP has a budgeted capacity of 779 and has the following housing units: East Unit, West Unit, South Unit, Medium Transition Unit, North Unit, Orientation, and the Behavior Intervention Unit (BIU).

During the 2019-2021 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act (PREA) of 2003.

Leveraging Resources, Engaging Communities, and Improving Lives

The facility has engaged with community partners to bring resources to the individuals within the facility. This has taken the form of community resource fairs, job fairs, and led to a partnership with ND Job Service to form the Job Placement Pilot Program to assign case managers to support justice involved individuals through the employment journey.

With the understanding that in a healthy and vibrant community good neighbors help each other, residents are given opportunities to give back to the local community while interacting with team members. This pro-social relationship building between team members and residents enhances the overall security and environment of the facility, and allows the justice involved individuals to realize the positive impact they can have on others. Some of these activities have been the Backpack fill event through the MSA United Way in which residents and team members sorted, filled, and delivered 1,603 bags of food to 36 schools in the Bismarck/Mandan community to provide four days' worth of meals; the Great American Bike Race which raises funds through the Sanford Health Foundation to benefit thousands of infants, children, and teens who count on Sanford's Children Hospital and clinics across the Bismarck region every year; and charity walks in which funds are provided to local charities.



MAXIMUM SECURITY FACILITY

Resident Caregiver Program

As NDSP focused on utilizing members of the population as a resource, medical services benefited from this initiative. A group of residents have been medically trained to aid physicians and nurses in the facility's infirmary. The residents received Certified Nurse Assistant (CNA) training and have several responsibilities including assisting residents with self-care, providing sanitation services, as well as general assistance for professional medical personnel.

Restoring Promise Unity Village

NDSP has partnered with Restoring Promise – a partnership between The MILPA Collective and the Vera Institute of Justice. The facility worked in collaboration with Restoring Promise to establish a unit for residents between the ages of 18-25. The unit will be managed as a restorative justice unit utilizing resident mentors and team members who have received specialized training, as well as members of the community and resident family members. Data on antisocial behavior while incarcerated suggests most facility violations occur by individuals between the ages of 18-25. With unit team members and mentors having specialized training, interventions will be facilitated by both residents and team members focusing on the harm the negative behavior has caused the unit, the group members, and the individual's family.

The unit will also have special design features to minimize the negative impact incarceration can have on a young mind. The unit environment will inhibit anxieties, facilitate recovery and rehabilitation, while having a positive impact on both residents and team members.

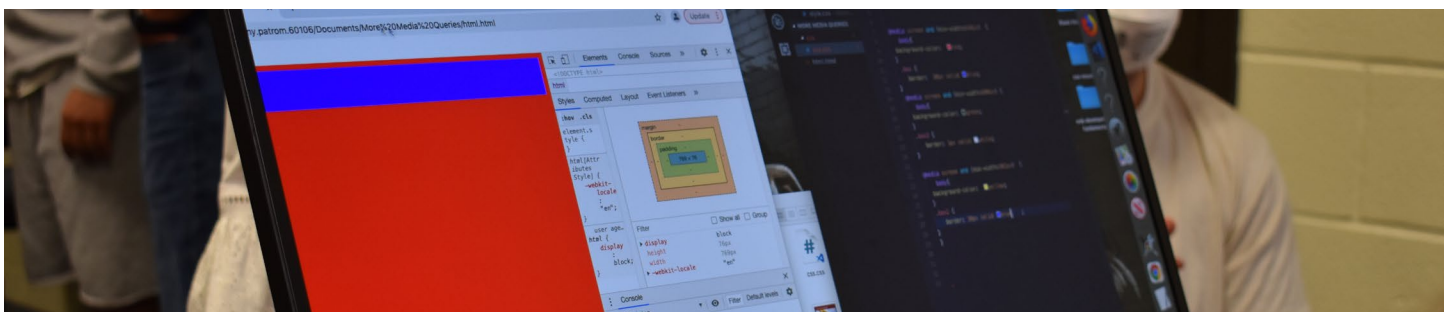
Prison Fellowship Academy

NDSP has been in partnership with the Prison Fellowship program since 2017. Prison Fellowship focuses on transforming the lives of prisoners, caring for children and families, and advocating for justice that restores. This is a faith-based program that is provided to NDSP as a volunteer service. Residents who are interested must apply to be a part of the Prison Fellowship Academy and requires a commitment of one year. The program is facilitated out of the Medium Transition Unit and the residents are separated from the main population.

Prison Fellowship also partnered with the ND DOCR to establish a Prison Culture Assessment, which is the first of its kind. This assessment was predicated on the belief that prison culture plays a part in the health and well-being of people who work and live in prisons, and in the success of prisons. Through targeted interventions at each facility, the overall culture improved at each ND DOCR facility over time.

The Last Mile Initiative

The Last Mile Initiative prepares individuals for a successful re-entry through business and technology training. The program was developed at the San Quinten Prison in California. The program is an innovative workforce development program created to provide graduates of the coding program the chance to gain real-life work experience and have a portfolio of work before they enter the tech job market post-release. The program requires a one-year commitment from the participating residents.



MEDIUM SECURITY FACILITY

The James River Correctional Center (JRCC) is a medium custody facility that houses males sentenced to the North Dakota Department of Corrections and Rehabilitation. The JRCC began operation in 1998 and is the result of renovating buildings previously used by the North Dakota State Hospital. The main resident housing building is the former medical hospital for the State Hospital. It is a six-story structure built in 1936 with 87,530 square feet. This building contains resident dormitory housing with dayrooms on 2nd through 6th floor and medical facilities, detention cells, and staff offices on 1st floor. In addition to the main, six-story building, residents also reside and receive programming in the Special Assistance Unit as well as the James River Minimum Unit (JRMU). JRCC has a combined budgeted capacity of 479 residents.

The Special Assistance Unit (SAU) is a housing unit at JRCC for those with mental health problems, self-harmful inclinations, or other unique needs which require greater intervention and services. The SAU has 26 beds and provides a structured environment encouraging interaction between staff and residents in a safe and secure setting. Individualized plans are developed for those in SAU to help them achieve a higher level of functioning. SAU has a higher ratio of staff to residents than general housing units and consists of Correctional Officers including Sergeants, a Case Manager, Human Relations Counselors, and a Psychologist. These staff meet with the residents throughout the day and implement the many programs offered in SAU. Psychiatry services are also an integral part of the SAU programming.

The James River Minimum Unit (JRMU) began operation in July of 2019 when the Tompkins Rehabilitative Center (TRC) male program and building was transferred from the North Dakota State Hospital to the James River Correctional Center. JRMU houses 60 minimum custody residents and operates from a separate building outside the secure perimeter of JRCC. JRMU provides addiction treatment and other rehabilitative programming and services within a 100-day time period.

JRMU

As a minimum custody unit, JRMU is able to provide activities that are intended to give the residents the opportunity to give back to the community. JRMU residents have been brought in the local community while being supervised by staff and have volunteered their time and efforts with organizations including:

- James River Humane Society caring for dogs and cats including janitorial work at facility.
- City of Jamestown Forestry Department completing multiple projects including tree removal, mulching, planting trees and flowers.
- City of Jamestown Street Department helping with pothole repair
- City of Jamestown Park and Recreation department completing upkeep and event preparation at recreational facility.
- City of Jamestown Sanitation Department assisting with annual citywide cleanup.
- North Dakota State Hospital (NDSH) maintaining the campus for Centennial Forest, NDSH, JRCC and JRMU. Residents participated in assisting with landscaping, yard care, replacing headstones at the state hospital cemetery, painting, maintenance on NDSH green house, and general grounds upkeep.



MEDIUM SECURITY FACILITY

Akisni Warrior Lodge

JRCC has partnered with the South Central Foundation (SCF) in Alaska and the F5 Program in Fargo to develop a program utilizing Native American culture to help residents improve their lives. The program will be a therapeutic community on the 6th floor of JRCC and has been named the Akisni Warrior Lodge. Akisni is a Lakota word meaning get well, healing, and recovery. The program will emphasize Native culture and will use peer cultural leaders to facilitate programming. Extensive preparation for this upcoming program has occurred during this biennium which has included engaging with the five tribes that ND shares geography to obtain Tribal liaisons to develop and implement the program. Akisni Warrior Lodge is scheduled to begin programming in January of 2024.

Collaboration with Job Service ND

JRCC has partnered with Job Service ND and has devoted increased resources to assisting discharging residents in obtaining suitable employment in the community. Job Service has come into JRCC to assist with implementation of career readiness courses for residents preparing to release. Efforts have also been made to place those residents releasing to the Fargo or Bismarck areas with the Job Placement Pilot Program which has helped residents with their employment needs by assigning them a Job Service Case Manager to help navigate the process.



TRANSITIONAL FACILITIES

As part of the Transitional Facilities group, this division has three areas of responsibility to include the Missouri River Correctional Center (MRCC), Office of Inspections, and Administration of DOCR Contract Facilities.

MRCC

Missouri River Correctional Center (MRCC) is a minimum custody facility located in South Bismarck that houses men sentenced to the North Dakota Department of Corrections and Rehabilitation. MRCC was established in 1943 which has been in existence for 80 years. The main housing facility was built in 1992 and is comprised of 12 dorms surrounding the control center, in a wagon-wheel design, and a traditional housing unit that is comprised of 36 beds with a capacity of 191 residents. Residents housed at MRCC must be minimum custody requirements. A variety of program services are provided to residents housed at the MRCC. The services provided include treatment, education, employment, medical, religious, personal wellness and work release.

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

Office of Inspections

The North Dakota Department of Corrections Office of Inspections was established by the 51st Legislative Assembly and mandated the North Dakota Department of Corrections and Rehabilitation to prescribe rules establishing minimum standards for the construction, operation, and maintenance of public correctional facilities and to prescribe rules for the care and treatment of inmates. 1989 N.D. Laws, ch. 156, § 5. The Department's obligations are codified at N.D.C.C. § 12-44.1-24. Section 12-44.1-24 also requires the Department to appoint a correctional facility inspector qualified by special experience, education, or training to inspect each correctional facility at least once each year to determine whether there is compliance with the Department's standards and rules.

Administration of DOCR Contracted Facilities

Administration of DOCR Contracted Facilities is a division within Transitional Facilities in which we utilize contracted re-entry centers or jails work release programs to house residents who are transitioning to the community. Current contracts for these programs are with the Bismarck Transition Center, Centre Inc., South-West Multi County Correctional Center and Ward County Detention Center.

During the 2021-2023 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act of 2003.



TRANSITIONAL FACILITIES

Leveraging Resources, Engaging Communities, and Improving Lives

MRCC has maintained a relationship with Amend in recent years. Amend is a program of the University of California - San Francisco committed to improving prison culture by increasing humanity and dignity throughout facilities and improving the rapport and interactions between prison staff and residents. Many MRCC team members have received training from Amend helping to improve their effectiveness in facilitating behavioral change from residents. Amend has helped team members reimagine prison operations and the role that they play in carrying out the mission.

During this biennium Amend has provided additional training to DOCR Amend Ambassadors through a train the trainer event in San Francisco to continue to communicate and reinforce the Amend core principles of normality, dynamic security, progression, etc.

Ashland University is operating at all adult male facilities to deliver accredited, associate degree and bachelor's degree programming using a distance learning modality through a secure online connection.

Normality

Activities and enrichment classes are offered to try and make everyday life and routines in prison, as similar to life outside, as possible. These activities range from participating in book clubs, art opportunities, and field trips, community participation in activities that include GABR (Great American Bike Race), RADD (Runners Against Destructive Decisions), and pickle ball.

Community Service Work through Dynamic Security

Residents are given opportunities to give back to the local community while interacting with team members. This allows for pro-social relationship building between team members and residents, which enhances the overall security and environment of the facility. Some of these activities have been continued participation in the United Way Day of Caring, collaborating with Ministry on the Margins, assisting with non-profit community activities such as clearing brush for community cross country skiing.

Progression through Enrichment Opportunities

MRCC and BSC worked together to develop employment and enrichment opportunities.



TRANSITIONAL FACILITIES

BSC Work Opportunities

MRCC residents participate in a work program which would allow for them to apply for specific vacant positions at BSC and enrichment education classes from BSC. The work positions at BSC has created more meaningful jobs for residents that are currently incarcerated and resemble a normal workday in the community. Participation in this work program prepares residents for their release during their period of incarceration. It may also be used to increase motivation to work when considering resident applications for work release. To accomplish the goal of making jobs more meaningful and not all residents will be eligible. Some residents are not considered for employment based on the length of their sentence remaining or programming needs and location. Eligible residents are expected to participate in a competitive hiring process through BSC by completing an application, submitting a resume and cover letter, participating in an oral interview, and completing a background check using the BSC online application process. All campus positions provide high-quality services and would provide hands-on learning experiences to those who are offered employment.



BSC Oil and Gas Certification

As part of the continued collaboration between MRCC and BSC, MRCC residents had the opportunity to attend an oil and gas training certification course offered through BSC. There was no charge to the resident population for the certification and funding was granted through WIOA, which is the Workforce Innovation and Opportunity Act. Approved participants attended 80 hours of training that contained a combination of classroom, hands-on training at an approved oil rig and simulated instruction at BSC's National Energy Center of Excellence and Mechanical Maintenance facilities. This basic training provided incarcerated individuals to gain the technical expertise required to become a laborer, floor hand or roustabout and each participant that passed the program was given a BSC certificate of completion. There have been 21 MRCC residents have successfully obtained their BSC certification for the Oil and Gas program.

BSC CDL Program

MRCC residents were also given the opportunity to participate in the Commercial Driver's License program at Bismarck State College. Participants who successfully complete have the opportunity to take the NDDOT CDL State Drive Test and to earn their CDL while incarcerated. There was no charge to the resident population for the course as funding was gained through an IET Integrated Education and Training grant. Approved residents participated in a 2- or 3-week course at BSC, depending on prior driving experience. Eligible applicants must have a valid driver's license and residents with licenses from other states have to be willing to transfer their license to North Dakota. Those approved for consideration must pass the CDL permit test and complete a DOT physical.



TRANSITIONAL FACILITIES

Exhibition Dance

Culture and Community Transitional facilities and the entire DOCR continues to work on building connections with the state's tribal leads along with government officials and community partners. As a means to celebrate culture and community MRCC hosted an exhibition dance and powwow in the summer of 2023. An Exhibition Dance is an event that illuminates the significance of different styles of Powwow dance and highlights the unique characteristics of its movements, the music, and regalia that is worn. During this event the department was excited to showcase more of these types of events within our other facilities as well to celebrate culture, tradition, and identity and to create an understanding and celebration. This event was able to celebrate a very important marker for all people who are rehabilitating their lives in the name of public safety and to become better neighbors and community members. This event was celebrated by outside government agencies to include the Governor's Office, Tribal Officials, Highway Patrol, Game and Fish, ND Sheriff's Departments and other stakeholders and constituents.

Employee Engagement

The MRCC is working toward employee engagement by collaborating with Prison Fellowship. As a result, MRCC has established focus groups, which involved groups of staff and residents, to deliberate on organizational culture. These focus groups discussed the importance of the facility atmosphere of trust for the benefit of staff and residents, and the culture as a whole.

Through Prison Fellowship and previously mentioned focus groups three main initiatives were identified.

First, an Employee Planning Committee that enhances staff involvement in MRCC's events and programs.

Second, developed a Welcoming Committee. This committee welcomes new residents that transferred to the MRCC to ease new residents into the facility. This committee is comprised of long-term residents and facility staff. The committee meets with residents to establish and demonstrate professionalism, define resident expectations, and cultivate a healthy and supportive rapport with new residents.

Third, MRCC increased efforts to improve dynamic security through the utilization of the contact officer program, resulting from their work with Amend. The contact officer builds professional relationships with residents through meaningful and purposeful communication. Contact officers support residents who are identified as susceptible to risky behavior and assist residents to make positive use of their time without engaging in risky behavior or being exploited by others. This program engages multi-disciplinary teams creating a nurturing environment and promotes community safety through personal behavior change for residents.

Additional changes to support engagement were restructuring shifts, removing call days, scheduling training days and providing a more flexible work schedule.

An additional case manager was approved through the 2023 legislative assembly allowing more time for unit management team members to support individuals through behavior change, connect community support systems and improve transition back to their home community.

WOMEN'S FACILITIES

Heart River Correctional Center is a DOCR operated facility that opened its doors to minimum custody women on June 15, 2021, in Mandan North Dakota. HRCC is co-located and shares services with the Youth Correctional Center campus, while the women maintain sight and sound separation from the youth. HRCC focuses on successfully reintegrating women with their families and communities by providing person-centered rehabilitative services within a gender responsive and trauma focused culture of care. They strive to provide a safe, consistent, and structured environment of support where women can develop lifelong skills and experience long-term success. The HRCC approach is high quality and personalized.

When HRCC opened Maple Cottage in 2021, there were 21 general population beds. HRCC moved to Hickory Cottage on January 6, 2022, due the increased need for women's services. Moving to Hickory Cottage increased HRCC to 35 general population beds. At this time Maple Cottage was closed due to staffing issues. When staff improved, Maple Cottage re-opened on October 3, 2022, allowing both Maple and Hickory Cottages to be used. With both cottages open, HRCCs capacity increased to 54 general population beds, two medical beds, and two restrictive housing bed. From June 1, 2021 to December 31, 2022 our daily average population was 26.04 residents. From January 1, 2022 to 2023 YTD our average population was 51.02 residents.

HRCC staff believe that learning and growth starts with healthy relationships. Staff provide a safe, structured, and consistent environment where women can work and live. Staff treat residents with dignity, respect, and kindness. Staff are passionate about providing services to the women and believe the women in their care can change and they are worth the effort. The process of change is full of challenges and staff support the women as they work toward better choices for themselves, their families, and their community. Staff provide a client centered approach and understand that every individual is different.

The Core Services and Treatment Programs provided:

- Medical and dental services as needed
- DOCR Case Management
- Beyond Violence
- Beyond Trauma
- Moving On
- Cognitive Behavioral Interventions for Substance Abuse (CBISA)
- Parenting education and skill development
- Connection with Children
- Wellness and support groups
- Women's Circle
- Individual counseling
- Structured social learning environment
- High school diploma and GED services
- Collaboration with follow-up agencies for pre-discharge treatment planning
- Vocational Rehabilitation/Job Service/Job Fairs
- MOUD
- Positive Psychology Group Therapy
- City of Mandan MOU
- Heart River Lutheran Church
- Peer Support

WOMEN'S FACILITIES

Moving On:

Moving On is a gender-responsive intervention created to address the different cognitive–behavioral needs of incarcerated women. Specifically, the program seeks to improve communication skills, foster relationship building, and teach healthy ways to express emotion. The program emphasizes goal setting and self-reflection. Moving On targets women who have specific criminogenic needs such as antisocial thinking, unhealthy peer and family relationships, and negative emotional expressions.

Women's Circle:

Women's Circle is a support group for women to share and explore, empower, build skills, and encourage one another to live authentically in mind, body, heart, and spirit. Women's Circles offer participation in meaningful discussions, creative arts and skill building activities with a focus on topics and issues that are relevant in women's lives. By sharing challenges and perspective, hopes and fears, pain and joys, discoveries and inspirations, women weave a network of meaningful relationships and support as they become actively invested in each other's lives, well-being, and life pursuits.

Heart River Lutheran Church:

The Heart River Correctional Center has been unique in that, in addition to the Chaplain, the facility has partnered with the Heart River Lutheran Church to provide services to residents while they reside on campus and as they work to transition back into the community. Heart River Lutheran Church holds regular worship services on campus. The congregation provides a supportive, welcoming community where positive relationships are built. There are regular game nights at which the Pastor interacts and engages with residents through a variety of special activities (games, art projects and other creative endeavors). There is also an opportunity for support and for connection on release from the facility through the non-denominational Bridges of Hope program. The hope is that the positive relationships that begin on campus can continue once residents return to the community. On release, residents are given quilts and fresh-start kits which include Bridges of Hope contact information and a summary of the opportunities available through Bridges of Hope. Weekly sessions are held in the community at which a meal is served, food pantry items are provided, and relationships continue and grow, sometimes evolving into more formal mentorships.

The Parenting Inside Out® program:

An evidence-based parenting skills training program developed for criminal justice involved parents. The prison parenting program is appropriate for both incarcerated mothers and incarcerated fathers who are parenting from prison.

At the core of Parenting Inside Out is Parent Management Training (PMT), various versions of which appears on the "best practice" lists of the American Psychological Association, the US Department of Health and Human Services, and the Office of Victims of Crime of the US Department of Justice. PMT includes communication, problem-solving, monitoring, positive reinforcement, and non-violent discipline techniques.

Topics Covered:

- Communications skills
- Problem-solving skills
- Emotion regulation (anger management)
- Child development
- Nurturing children through reading and play
- Family dynamics
- Giving effective directions and using positive reinforcement
- Child guidance and non-violent discipline techniques
- Adult development and the parenting role
- Transition planning and family reintegration

Vocational Rehabilitation/Job Service/Career Fairs

Vocational Rehabilitation began coming monthly into HRCC since August 2022. 70 referrals have been made with 42 intakes being completed onsite at HRCC (in person and zoom).

Job Service began coming to HRCC August 2022. Job Service is at HRCC twice monthly and provide Career Readiness classes (4 sessions). On average there are 10-12 residents in each group. This is tied to JP3. Seventeen (17) referrals have been made from HRCC since July 1, 2023. We have also taken ladies to offsite Job Fairs.

Positive Psychology Group Therapy

Group participants become familiar with the theoretical framework of Positive Psychology (a very prosocial framework) and are encouraged to identify their strengths to create a purposeful life behind bars. An additional goal of the group is to leave each session feeling a little bit better than when they walked in. Through group exercises, the residents are encouraged and challenged to welcome positive emotion while learning, developing, and strengthening what makes them unique.

Connection with Children

HRCC has been successfully working toward connecting residents with their children and families. We have many residents who have children currently involved in the foster care system and/or are involved with social services. HRCC staff make every effort to promote positive contact between residents and their children in these situations, including the facilitation of phone calls, frequent Zoom visits and in-person visits scheduled outside of normal visitation hours. Additionally, many of our residents take part in regular Child and Family Team meetings and have even taken part in their children's parent-teacher conferences and medical/mental health appointments through virtual visits. We believe in the importance of allowing residents to continue to be an integral part of their children's lives through all important milestones and events. HRCC staff have also added free Zoom visits to a weekly positive behavior drawing to open possibilities for residents whose families might not otherwise be able to afford video visits providing an opportunity to connect to their children and families. HRCC has also partnered with the Healthy Families program to promote healthy parent-child relationships during the critical first year of life for residents who are pregnant or have a young infant.

City of Mandan Services

HRCC has partnered with the City of Mandan to provide quality workmanship and services to the City of Mandan and its residents. Services include but are not limited to: Lawn trimming, garbage pickup, painting, and snow shoveling. The women apply to work for the City of Mandan project through a competitive application process.



WOMEN'S FACILITIES

Beyond Violence

Beyond Violence is an evidence-based manualized curriculum for women in criminal justice settings (jails, prisons, and community corrections) with histories of aggression and/or violence. It deals with the violence and trauma they have experienced, as well as the violence they may have perpetrated. This four-level model of violence prevention considers the complex interplay between individual, relationship, community, and societal factors.

Beyond Trauma

This twelve-session intervention teaches cognitive-behavioral techniques, mindfulness, body-focused exercises, expressive arts, and the principles of relational therapy are integrated in this strength-based approach. The curriculum also has a psycho-educational component that teaches women what trauma is, its process, and its impact on both the inner self (thoughts, feelings, beliefs, values) and the outer self (behavior and relationships, including parenting).

HRCC has had a number of events over the past two years that support our mission.

RADD Santa Run

HRCC staff have a kin awareness about the importance of supporting those in recovery. HRCC staff participating in the Santa Run in December of 2022.

Smudging

HRCC staff and residents were honored to have the DOCR Director of Diversity and Culture lead smudging in both Maple and Hickory cottages.

Healing Heart Garden

HRCC started Healing Heart Garden in the spring of 2023. Gardening can be very therapeutic. Several residents that helped plan and plant the garden, as well naming it. Many residents have never tried gardening before, it was humbling to see so many residents eager and willing to help get the garden ready and planning how it will be maintained during the summer months. During the planning stage it was also discussed how the produce can be used in cooking, baking or canning. 75% of all produce harvested was donated back to the community.

Medicine Wheel Flower Garden

HRCC residents in Maple Cottage wanted to incorporate the Medicine Wheel into the existing circular flower bed that was outside the cottage. Residents planned the layout of the flower garden and got it ready for planting. Residents wanted to incorporate the Medicine Wheel into the design. A Medicine Wheel has many different meanings, but most importantly, it is for healing. Residents also put down the white rocks, planted the flowers and painted the edging bricks. This is something they will see and enjoy every day on their way to school or treatment.





Salvation Army – Operation Toy Lift

In September of 2023 members from the Correctional Services from the Salvation Army traveled from Minneapolis, MN to all DOCR facilities within the State of ND to offer residents to participate in their Christmas Operation Toy Lift. This wonderful opportunity allows for incarcerated parents to pick out a Christmas gift for their children. The Salvation Army purchases, wraps and mails these gifts along with a personalized message from the child's parent, so that on Christmas these children are able to open a gift from their parent. When a parent is incarcerated, it's the children who often suffer the most. That's where Operation Toy Lift comes in. For over 40 years, The Salvation Army program has been helping families stay connected during the toughest of times. In August, the Salvation Army chaplains visit prisons throughout Minnesota and North Dakota, allowing residents to pick out gifts for their children. Then, for three days in November hundreds of volunteers wrap the gifts. The footballs, toys and other treasures are delivered via UPS, just in time for Christmas. The gifts even come with a personalized, hand-written note from mom or dad. The children are not even aware that The Salvation Army is involved. It can make all the difference when the parent eventually returns home.

Children of Incarcerated Parent's Initiative

The North Dakota Children of Incarcerated Parents Initiative started in 2018 and is a DOCR led project inspired by Governor Doug Burgum's Main Street Initiative. At the DOCR, we strongly believe that cultivating healthy families and healthy children is an essential part of creating a vibrant community. The Children of Incarcerated Parents Initiative brings together agencies from the public and private sector, as well as community stakeholders, to work together on projects aimed at creating better outcomes for the children and families impacted by incarceration. The initiative was first reached many in March of 2023 during the North Dakota Family Based Services Conference in Fargo. DOCR Women's Services Manager, Cheryl Thomas, was the chair of the conference. Cheryl also took over leadership of this Initiative in early 2023 because of her background in child welfare and juvenile justice. The Conference committee brought in Dr. Hillary Cuthrell who contracts with the National Institute of Corrections (NIC) as a keynote speaker on her topic of The Impact of Incarceration on Children and Families. Dr. Cuthrell will also have two other breakout sessions this afternoon to continue the conversations of how to increase contact between parents that are incarcerated with their children along with how to support re-entry and reunification of parental incarceration.

Governor Burgum declared September 15th, Children of Incarcerated Parents Day in North Dakota. Approximately 7% of children under the age of 18 in the United States have had a parent incarcerated and the parents of 1 in every 50 children in the United States are in prison. The Initiative understands the delicate nature of visitation, because of this the Initiative is in the process of creating short family /child videos of all DOCR facilities for a what to expect when entering a facility. We are partnered with a trauma informed family therapist as part of this process, as the DOCR wants to be sensitive to the needs of those entering into our facilities to visit loved ones.

WOMEN'S FACILITIES

Women's Risk and Need Assessment (WRNA)

The ND DOCR Women's Services has been selected by the National Institution of Corrections to be one of three states in the nation to receive training in the Women's Risk and Need Assessment (WRNA) in 2024. The WRNA was developed based on research that stresses the importance of assessing and addressing dynamic risk factors and gender-responsive research and theory, including research that suggests women's pathways to criminal legal involvement is different than men's and provides an underlying summary of the various gender-responsive tools that are available for managing and supervising women in various correctional settings. The WRNA is a tool that accounts for women's risk and need and has been applied for assessment and case planning with women who are at various points of involvement within a correctional system.

Centre Fargo

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

Centre Mandan

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

Bismarck Transition Center (BTC)

Bismarck Transition Center is a DOCR contract facility that housed minimum custody women.

Bismarck Transition Center Women's Treatment and Recovery Unit (WTRU)

Bismarck Transition Center Women's Treatment and Recovery Unit (WTRU) is a new DOCR contract that offers a secure unit, which houses medium and minimum custody women. This contract focuses on women's treatment, recovery, and mental health needs. WTRU's contract started in September of 2023 and will house 20 women and offer 3.5, 3.1 and 2.1 Seeking Safety programming, along with Beyond Violence, which are both open ended treatment groups. Other groups that are offered are exercise groups, living skills, arts and crafts, big book study, a nursing educational group, Living in Balance, Beyond Trauma, Moving On, anger management, journaling, bible study, AA and NA programming.

Dakota Women's Correction and Rehabilitation Center—Dickinson

Dakota Women's Correction and Rehabilitation Center—Dickinson is a DOCR contract that houses up to 16 women on in the Southwest Multi-Correctional Center Dickinson. This facility housed women when they were participating in substance use programming (seeking safety). They receive a case plan for programming at this facility and are transported from DWCRC for programming close to the end of their sentence. This program is approximately 10 weeks in length. While the contract remains in place for beds, in August of 2023, this unit no longer offers substance use programming due to inability to fill the addictions counselor's position.

WOMEN'S FACILITIES

Dakota Women's Correctional and Rehabilitation Center (DWCRC) is a contracted facility that is a 126-bed facility that houses Minimum through Maximum custody women. DWCRC offers 3.5, 3.1 and 2.1 Seeking Safety (Substance Abuse and PTSD) Open-ended Programming, Beyond Violence, Sex Offender Treatment, and Enrichment Programming. DWCRC enrichment programming includes Within My Reach (domestic violence), ORU Skills Group, Moving on (gender specific and criminality), Healthy Families, Human Trafficking, Art Class, Peer Led Art Class, Book Club, Gardening, Scrapbooking, NA, AA, Peer Support, PIYO classes, Community Resource Lectures, Health Lectures, Crocheting, Quilting, Religious/Cultural Activities, Entrepreneurial Trainings, TED Talks, White Bison Training. DWCRC also offers Education/Vocational Programming that includes GED/ABE, Welding, Photography, Carpentry, Parenting, Serve safe, CPR certification, Career Readiness, and Computer Classes.

Below are a few of the highlighted enrichment classes that are available for the women.

Work Release Contract

DWCRC has a contract with Killdeer Mountain Manufacturing, Inc. (KMM), which employees and trains residents that are eligible through the work release process. Some residents have advanced into supervisor positions, trainings others, as well as being hired upon release from incarceration.

Dance to be Free

A class that was originally contracted to be brought in live prior to COVID, was later provided through a curriculum via DVD's along with a media tower. Residents have enjoyed this as an exercise and an activity.

Book Club

Currently offered to those housed in Horizon Hall only and facilitated by an outside volunteer. This offers 10-12 residents the ability to further explore a variety of topics they would not seek out on their own. It also helps them further or develop their abilities in holding a constructive discussion with their peers.

Movie Nights

A movie is provided to each housing unit every weekend for viewing. The movie is based on requests of the residents. We also hold "Special Events" where a movie is set up in the mini gym and projected on the wall, with a sound system. It has been compared to a drive-in theater. This is often utilized around holidays, for behavioral incentives and Red Ribbon/Recovery week events.

Volunteer work

The volunteer crochet program that is organized by Deputy Warden Vicki Urlacher has crocheted numerous items for donations to a variety of organizations such as:

- Dickinson's Women's Shelter
- Dickinson's Homeless Coalition
- Roughrider Human Service Zone
- New England Food Pantry
- SW ND Help for Heroes
- St. Alexius Dialysis Unit
- St. Joseph's Catholic Church
- St. Benedict's Nursing Home
- Various other Benefits

WOMEN'S FACILITIES

In addition to the above donations- Numerous boxes of hats, scarves, mittens, and lap blankets were placed at Cashwise foods and Paragon Bowl in Dickinson for those needing items on cold days. Deputy Warden Urlacher estimates approximately thirty residents participated. A 'Minion' Ways to Help, was a benefit supporting a New England local family. Minion items were created and donated by DWCRC residents for the Silent Auction.

Peer Support

Approximately 35% of general population DWCRC ladies applied to attend this highly sought out training and eight ladies were chosen. They joined 40 other residents from HRCC, MRCC, JRCC, and NDSP and completed a full week of division approved training so they can use their new skill set and lived experience to assist others, both while incarcerated and once back in our North Dakota communities, on their journey of recovery and wellness.

CPR/AED

February 2020 Deputy Warden Urlacher conducted a CPR/AED certification class for residents who wished to be certified. The class resulted in 31 certifications.

Community Action

Quarterly 4-6 residents go to Community Action in Dickinson to sort commodities into boxes and assist in getting them ready for transport.

Pumpkin Puree/Pie Donations

Our 2020 DWCRC Garden project produced 94 pumpkins. Due to COVID we were unable to have our planned family event. Instead, the residents donated some of the pumpkins to the local childcare center at the church, and some were also painted by DWCRC residents. In addition, we pureed 120 lbs of puree for pumpkin pies. COVID cancelled the Catholic church fall meal for the homeless and elderly and the women quickly volunteered their services and made 30 pumpkin pies that were given to those who would have attended the community dinner. The residents learned how to make pies from scratch.

Christmas Baking

Christmas 2020 we made Christmas cookies and candy. This project served as a baking/cooking class resulting in trial-and-error recipes that provided "goodie" bags for all of our residents and SWMCCC staff.

Family Fun Day 2023

Family fun day included water inflatables and tents for the visitors to sit under. DWCRC provided chalk and various other outdoor activities such as splash bombs, hula hoops, sand toys, and bubbles. Taco in a Bag was provided to those participating and they were also served an ice cream themed homemade cupcake as dessert.

Photo Area Creations

Throughout the year the residents making holiday/seasonal backdrops through woodworking and sign making.

Donuts and Discussions

"Donuts and Discussions" was hosted to raise awareness, start, reduce, or end the stigma regarding Suicide Prevention. In December 2023 during our all-Staff Training, all employees will be trained in Question, Persuade, Refer (or QPR) thanks to a wonderful partnership with ND HOPES. Additionally, our ladies will voluntarily be offered this training as well!

DIVERSITY AND CULTURAL COMPETENCY

In October of 2022, Erica Thunder officially assumed the newly created position within the North Dakota Department of Corrections and Rehabilitation (ND DOCR) as the Director of Diversity and Cultural Competency. This position was established to fill a long-vacant role and aims to address the evolving needs and strengths of team members, residents, stakeholders, and various interested parties associated with ND DOCR. The primary objectives include fostering cultural awareness across all involved groups rather than focusing solely on one demographic or protected class. Emphasizing education, listening sessions, and cultural practices, the first year of this role has been dedicated to collaborating with all ND DOCR facilities on these crucial topics.

Accomplishments

- **Culturally Responsive Activities:** Implemented culturally responsive activities across multiple populations within ND DOCR facilities.
 - Smudging for the Women Population: Conducted on a Quarterly basis, the Director of Diversity and Cultural Competency conducted group and individual smudges as a spiritual and health practice, as well as a way for residents and team members to speak openly about what is on their hearts and minds and their plans for the future, while emphasizing sobriety and good physical practices.
 - Collaborated with Transitional Facilities to host first-ever ND DOCR Native American Exhibition Dance at Missouri River Correctional Center: Cross-facility planning done through the teamwork of Shannon Davison, Lance Anderson, and the entire team at MRCC along with various leaders across ND DOCR to create the first-even Exhibition Dance that showed the talents of Native American Pow-Wow style dancing, as well as providing a meal, having residents, staff, and stakeholders from around North Dakota to enjoy, creating relationships that had not existed
- **Listening Sessions and Talking Circles:** Organized and conducted various listening sessions and facilitated talking circles to encourage open dialogue and understanding.
- **Complex Jurisdictional Situations:** Provided response and aid in situations where jurisdictional lines became complex between State, County, and Tribal Nations, ensuring effective resolution and collaboration.
- **Partnerships with Tribal Nations:** Collaborated with Governor's Office and the North Dakota Indian Affairs Commission to establish new partnerships between ND DOCR and the five Tribal Nations that share geography with North Dakota. These initiatives involved educational sessions and productive dialogues resulting in valuable feedback from Tribal nations.
- **Engagement with Stakeholders:** Established touchpoints with ND DOCR stakeholders, fostering new partnerships and welcoming new stakeholders to engage with residents and team members within the facilities.
- **Strategic Plans Revitalization:** Revitalized strategic plans focusing on Tribal partnerships, team members, and resident wellbeing. This included additions to training and reinforcing core practices within ND DOCR facilities.

Data to be Noted

The data indicates a significant rise in the number of Native American women, men, and youth becoming justice-involved and residing within ND DOCR facilities, and in particular, the data has had more prevalent rise in Native American women. This information is integral to strategic initiatives aimed at addressing systemic issues, offering solutions at various stages of the justice system. The Diversity and Cultural Competency Program utilizes this data to understand the extensive work required to tackle the disparate treatment and impacts faced by Native Americans in the justice system. Collaboration with F5 and various stakeholders has proven crucial in reducing recidivism rates and creating improved re-entry opportunities. Furthermore, these partnerships facilitate challenging conversations regarding the underlying causes contributing to the increasing numbers within ND DOCR facilities.

DIVERSITY AND CULTURAL COMPETENCY

Future Goals

Moving forward, the Director of Diversity and Cultural Competency aims to continue fostering inclusive practices, expanding partnerships with Tribal Nations, addressing systemic issues impacting all who reside within the justice system, and collaborating with stakeholders to reduce recidivism rates. Additionally, efforts will focus on comprehensive re-entry programs and initiating dialogues to understand and mitigate the root causes of the rising justice-involved Native American populations.

This report summarizes the accomplishments, data insights, and future goals of the Director of Diversity and Cultural Competency in the North Dakota Department of Corrections and Rehabilitation during the initial year of assuming this crucial role.

In addition to the accomplishments and data-driven initiatives, the Director of Diversity and Cultural Competency aims to pursue the following comprehensive goals:

- **Cost-Effective Training:** Develop and implement cost-effective training programs focusing on cultural competency, diversity, and inclusion, ensuring that team members receive adequate education without the ND DOCR incurring unnecessary expenses.
- **Culturally Responsive Goals:** Establish and achieve culturally responsive benchmarks and objectives across all ND DOCR facilities, fostering an inclusive environment that respects and celebrates diversity.
- **Working with Justice-Involved Veterans:** Prioritize and emphasize support for justice-involved veterans by providing tailored programs addressing their specific needs, including mental health resources, reintegration programs, and advocacy for their unique circumstances.
- **Re-entry Support Services:** Collaborate extensively to assist justice-involved individuals in securing housing, childcare, and employment opportunities upon re-entry into society, reducing barriers and facilitating a smoother transition.
- **Collaboration with Tribal Nations:** Work closely and continue to strengthen partnerships with Tribal Nations, focusing on shared rehabilitation goals related to mental health, addiction, and behavioral health initiatives within correctional facilities.
- **Team Member Education on Indian Law and Policy:** Provide comprehensive support to ND DOCR team members in understanding Indian law, policies, and navigating the complexities of multi-jurisdictional situations. This knowledge enhancement aims to facilitate more effective collaboration and resolution in diverse legal contexts.
- **Supporting Team Members, Residents, and Families:** Implement programs and initiatives aimed at supporting the holistic needs of team members, residents, and their families, fostering stronger community bonds within and beyond ND DOCR facilities.
- **Transformation, Change, and Safer Communities:** Work tirelessly towards the ultimate goals of transforming lives, influencing change, and contributing to the creation of safer, stronger communities through the collective efforts of the ND DOCR and its diverse stakeholders.

These goals encompass a holistic approach toward fostering inclusivity, supporting justice-involved individuals, strengthening collaborations, and ultimately contributing to the broader societal well-being through the initiatives of the Director of Diversity and Cultural Competency and their teammates and partners within and beyond the North Dakota Department of Corrections and Rehabilitation.

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ADMINISTRATION

Schedule of Expenditures by Division by Program (Unaudited) For the Biennium ended June 30, 2023

<u>Description</u>	<u>Amount</u>
Division of Juvenile Services	
Youth Correctional Center	\$9,516,401.34
Juvenile Community Services	\$10,307,538
Central Office – Juvenile	\$7,479,776
Total Division of Juvenile Services	<u>\$27,303,715.34</u>
Division of Adult Services	
Adult Administrative Services	\$15,855,679
Parole and Probation	\$26,463,012
Pretrial Services	\$2,274,224
Transitional Planning	\$3,495,031
Maximum Security Facility – NDSP	\$46,540,010.04
Medium Security Facility – JRCC	\$33,294,949
Transitional Facilities – MRCC & Contract Facilities	\$29,539,949
Behavioral Health	\$26,163,475.30
Education	\$6,460,568
Women’s Services – HRCC and DWCRC Facilities	\$116,760,662
Rough Rider Industries	\$17,317,888
Central Office – Adult	\$64,508,256.42
Total Division of Adult Services	<u>\$288,673,703.76</u>
Total Department of Corrections and Rehabilitation	<u>\$315,977,419.10</u>
General Funds	\$1224,632,868.10
Special Funds	\$27,185,537
* Federal Funds	\$64,159,014
	(* \$23,585,333.38 is Coronavirus Funds)
	(* \$17,696,936 is ARPA Funds)

ADMINISTRATION

**Schedule of Expenditures by Division by Line Item (Unaudited)
For the Biennium ended June 30, 2023**

<u>Description</u>	<u>Amount</u>
Division of Juvenile Services	
Salary and Benefits	\$ 16,999,329.34
Operating Expenses	\$ 6,254,979
Capital Assets	\$ 2,444,993
Grants	\$ 1,604,414
Total Division of Juvenile Services	<u>\$ 27,303,715.34</u>
Division of Adult Services	
Salary and Benefits	\$ 154,561,049.76
Operating Expenses	\$ 104,044,175
Capital Assets	\$ 14,911,716
Grants	\$ 15,156,763
Total Division of Adult Services	<u>\$ 288,673,703.76</u>
Total Department of Corrections and Rehabilitation	<u>\$ 315,977,419.10</u>
General Funds	\$ 224,632,868.10
Special Funds	\$ 27,185,537
* Federal Funds	\$ 64,159,014
	(* \$23,585,333.38 is Coronavirus Funds)
	(* \$ 17,696,936 is ARPA Funds)

ADMINISTRATION

APPROPRIATION STATUS REPORT For the Biennium ended June 2023

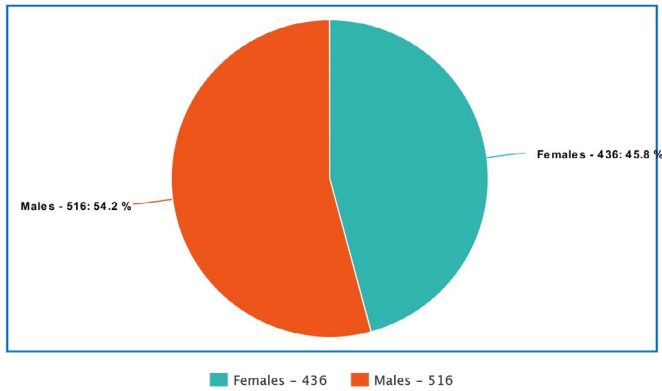
	Original Appropriation	Current Appropriation	Expenditures	Remaining Appropriation
Expenditures by Line Item				
53051 Capital Assets Carryover		267,438.00	267,438.00	0.00
53052 Deferred Mntce/Extra Repairs		6,000,000.00	4,671,805.09	1,328,194.91 (1)
53071 American Rescue Plan Act		17,696,936.00	6,993,699.42	10,703,236.58 (2)
53073 CARE Act Funding 2020		7,000,000.00	5,213,615.38	1,786,384.62 (3)
53077 Adult Services	260,228,579.00	260,408,471.10	226,968,866.23	33,439,604.87
53079 Youth Services	24,584,845.00	24,604,574.00	22,482,819.66	2,121,754.34
Total Expenditures	284,813,424.00	315,977,419.10	266,598,243.78	49,379,175.32
Expenditures by Funding Source				
General Funds	218,165,809.00	224,632,868.10	214,488,184.59	10,144,683.51
Federal Funds	39,462,078.00	64,159,014.00	47,491,315.29	16,667,698.71
Special Funds	27,185,537.00	27,185,537.00	4,618,743.90	22,566,793.10
Total Expenditures	284,813,424.00	315,977,419.10	266,598,243.78	49,379,175.32

- (1)** Of the remaining appropriation amount, \$1,328,194.91 was approved for carryover into the 2023-2025 biennium for deferred maintenance and extraordinary repairs.
- (2)** Of the remaining appropriation amount, \$990,000 was approved for carryover into the 2023-2025 biennium for facility improvement projects. The remaining \$2,397,302.38 was turned back.
- (3)** Of the appropriated \$7 million, we were awarded and required to turnback \$5,213,615.38

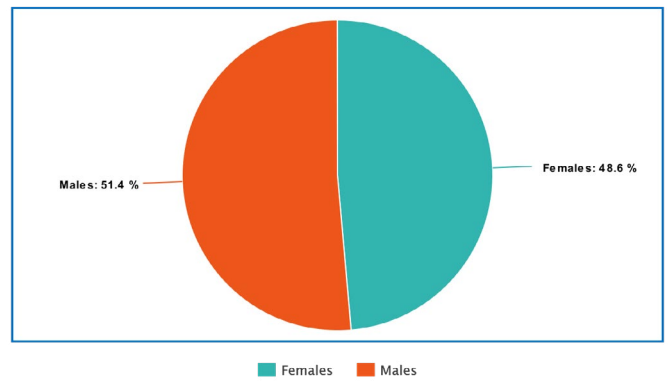
HUMAN RESOURCES

ND DOCR Turnover by Division 2011 - 2022													
Year	All DOCR	All Division of Adult Services	All Division of Juvenile Services	Youth Correction Center	DJS Community	Parole & Probation	Missouri River Correction Center	James River Correction Center	ND State Penitentiary	Heart River Correction Center	Central Office	Rough Rider Industries	Biennium Average
2011	14.3%	14.3%	16.6%	17.6%	13.9%	6.0%	4.8%	20.8%	14.2%	n/a	9.9%	23.2%	
2012	18.4%	17.7%	22.4%	21.8%	13.9%	8.0%	31.4%	16.2%	23.6%	n/a	10.6%	22.2%	16.3%
2013	17.4%	17.5%	18.7%	14.3%	35.2%	4.9%	21.0%	21.3%	21.5%	n/a	15.5%	3.1%	
2014	19.9%	18.8%	19.2%	23.6%	6.8%	4.7%	27.4%	26.6%	29.7%	n/a	10.5%	6.5%	18.6%
2015	20.9%	20.6%	29.0%	27.7%	23.7%	3.7%	27.4%	25.0%	26.8%	n/a	11.3%	10.1%	
2016	20.5%	19.0%	27.8%	28.9%	40.6%	8.9%	14.0%	27.0%	18.4%	n/a	23.3%	16.1%	20.7%
2017	16.5%	15.0%	25.5%	25.7%	25.0%	4.1%	18.4%	18.9%	22.3%	n/a	10.9%	6.5%	
2018	18.6%	17.1%	25.0%	24.5%	26.5%	9.0%	14.0%	20.0%	24.6%	n/a	9.4%	10.7%	17.6%
2019	18.9%	19.6%	14.2%	13.3%	16.7%	9.8%	17.6%	18.2%	23.8%	n/a	26.5%	10.3%	
2020	17.4%	17.0%	20.6%	23.7%	11.8%	11.7%	25.6%	13.2%	20.6%	n/a	21.8%	9.1%	18.1%
2021	19.7%	18.7%	26.7%	22.7%	38.2%	6.7%	20.9%	16.7%	25.3%	n/a	21.8%	21.2%	
2022	23.1%	20.0%	38.7%	38.1%	39.5%	10.1%	19.1%	21.9%	30.3%	41.9%	16.2%	8.8%	21.4%
Overall Average	18.8%	17.9%	23.7%	23.5%	24.3%	7.3%	20.2%	20.5%	23.4%	41.9%	15.6%	12.3%	

June 1, 2023 DOCR Workforce Demographics



July 1, 2022 ND State Demographics
US Census Quick Facts for ND

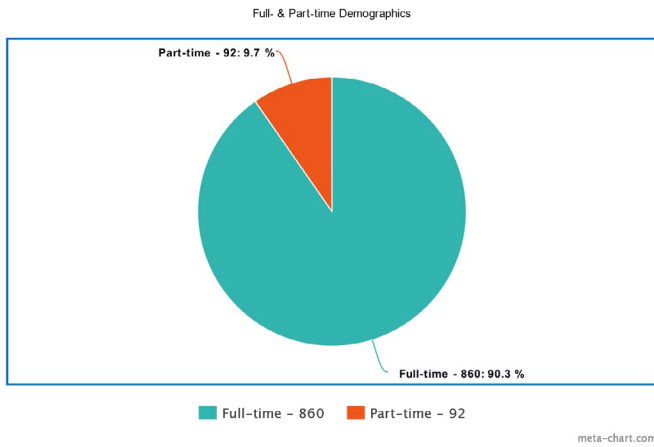


Total: 952

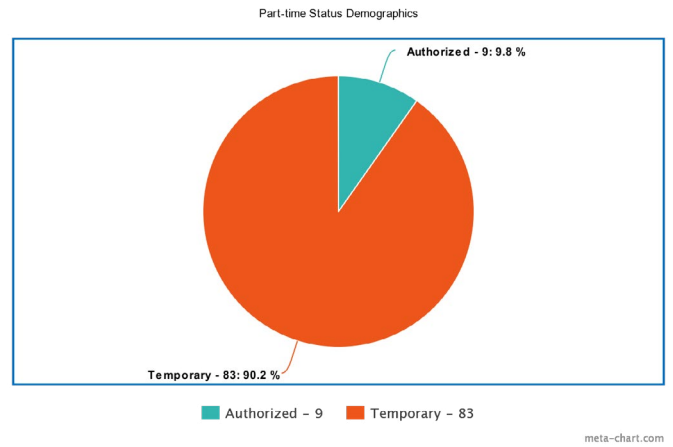
Includes all authorized, temp, non-classified, board members

Total: 779,261

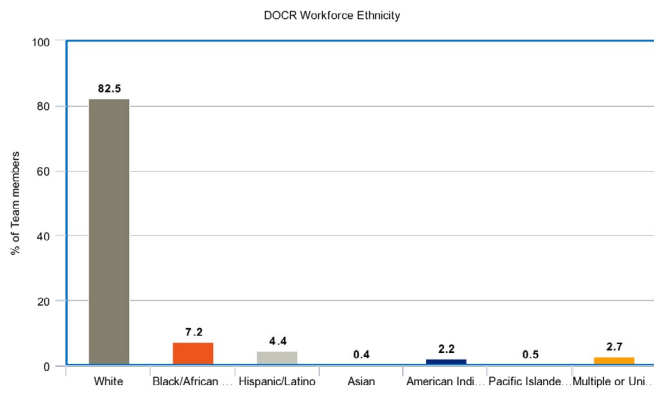
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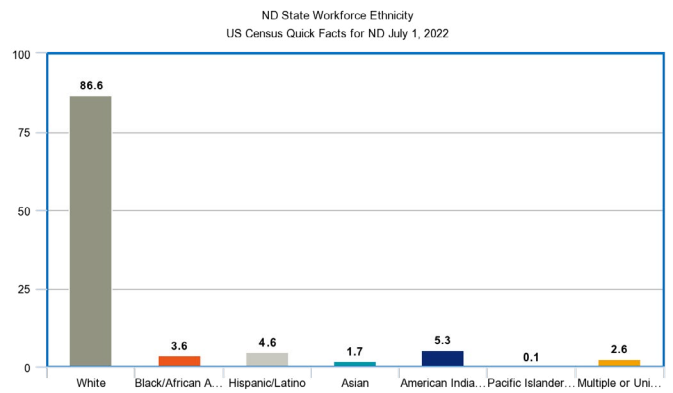
Total: 952



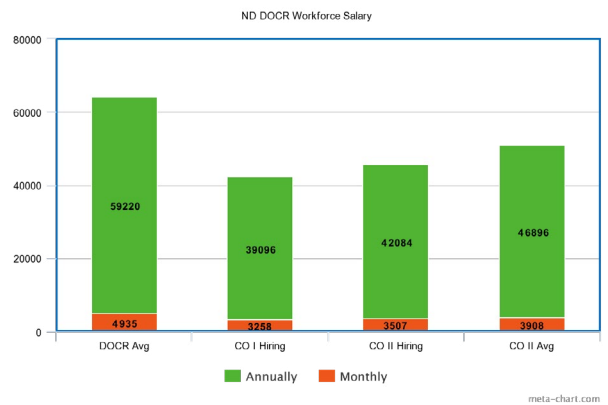
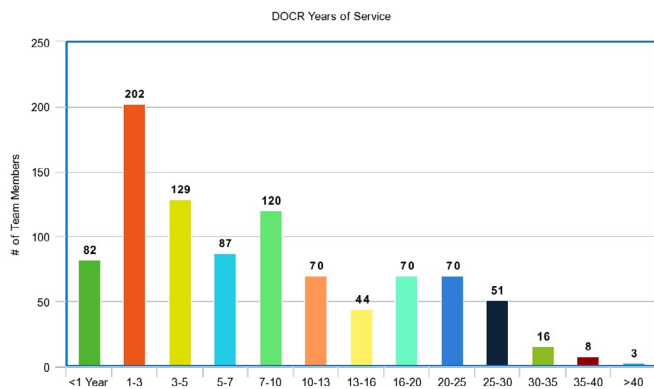
Total: 92
Temporary includes board members



Total: 952



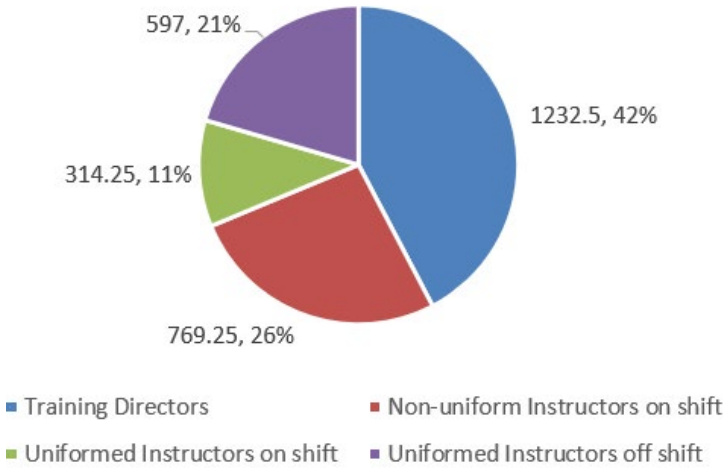
Total: 779,261



Annual per capita for 2021 in ND is \$37,343

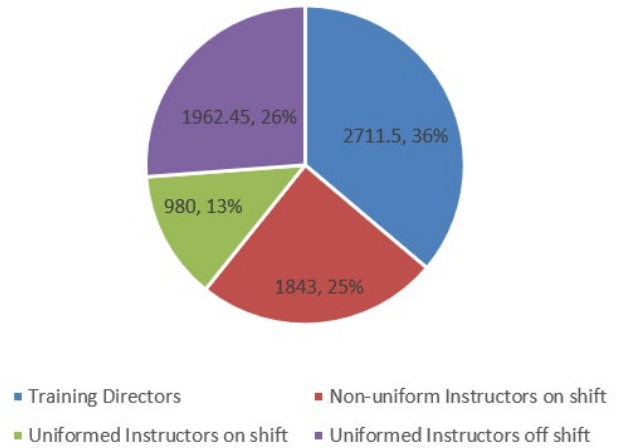
STAFF DEVELOPMENT

Snapshot of a year of instructor hours



2022 total = 2913 instructor hours

21-23 Biennium Totals



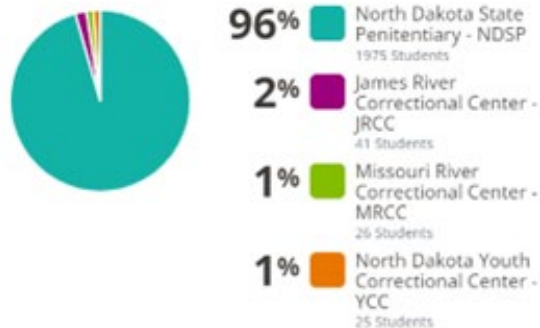
Biennium Total 7,496.95 instructor hours

EDUCATION

Term	Beginning of Term Enrollment	End of Term Enrollment	End of Term Credit Hours	Dean's List	Degrees Awarded
SU 2021	82	26	156	Unknown	Unknown
FA 2021	24	17	123	Unknown	Unknown
SP 2022	22	16	132	2	Associate 1
SU 2022	16	15	114	2	Associate 1
FA 2022	19	15	114	3	Associate 1
SP 2023	35	25	204	3	Associate 1
TOTAL	198	114	843	10	4

Ashland
University
Stats

School Distribution



Summary Results

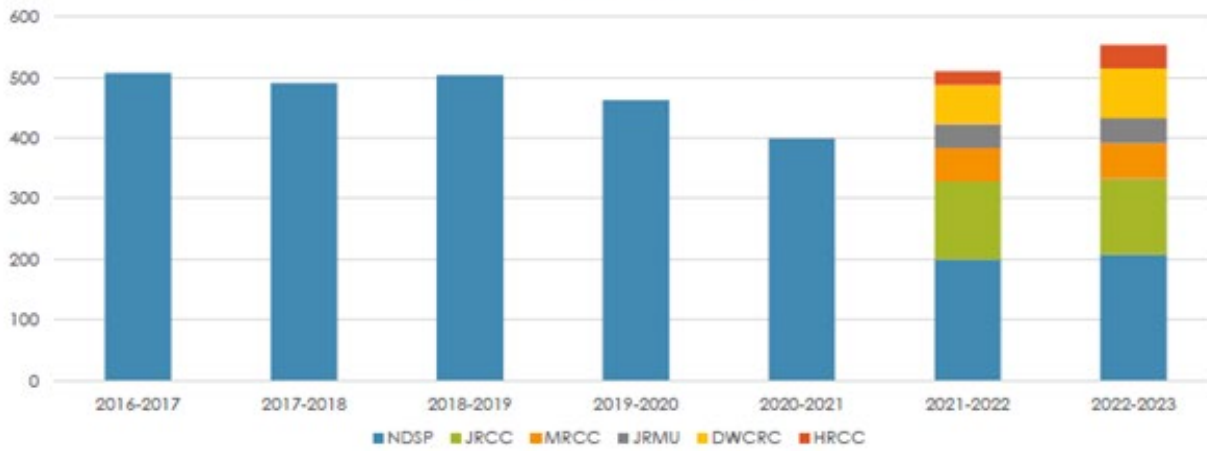
These results summarize the total number of students assessed and the proportion of students who met the criteria for At Risk for Dyslexia and Not At Risk for Dyslexia. Additional groupings by demographic variable are listed below.

EDUCATION

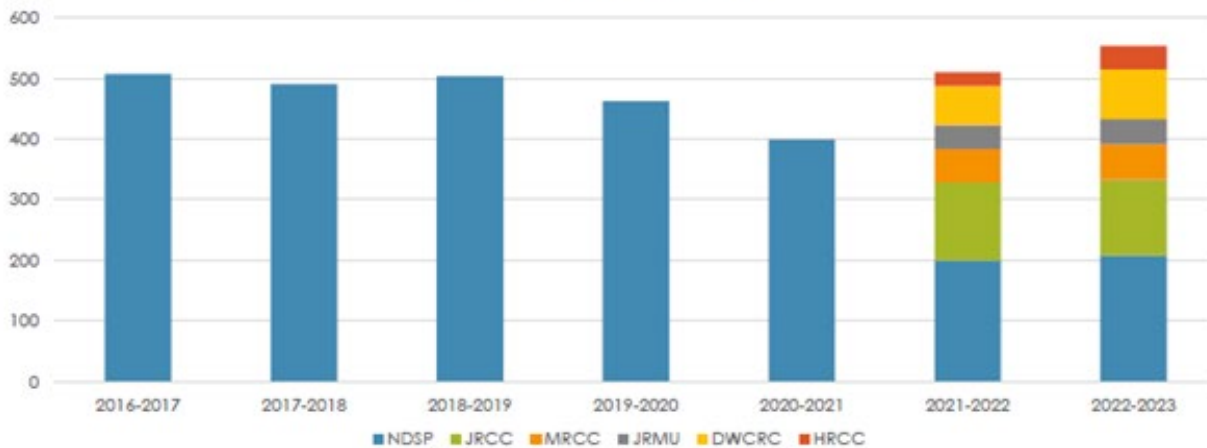
Dyslexia Risk Status by School

	Not at Risk	At Risk	
North Dakota State Penitentiary - NDSP 1975 Students	58% 1140	42% 835	
James River Correctional Center - JRCC 41 Students	37% 15	63% 26	
Missouri River Correctional Center - MRCC 26 Students	38% 10	62% 16	
North Dakota Youth Correctional Center - YCC 25 Students	60% 15	40% 10	

Overall Enrollment, YTD



Overall Enrollment, YTD



BEHAVIORAL HEALTH

From July 1st, 2021 to June 30th, 2023, Behavioral Health staff completed the following number of assessments and made the following referrals:

Assessment Type	Total	% Referred
Substance Use	1921	93
Conflict Resolution Programming	1192	24
Sexual Offense	539	35
Thinking for a Change	2087	40

The following percentages depict the number of additional referrals made to the Behavioral Health department between July 1st, 2021 and June 30th, 2023.

Program	% of Men Referred Upon Entry to Prison
New Pathways to Healthy Relationships	17
Psychiatric Medication Monitoring	22
Mental Health Release and Integration	4

Program Completion Data

The following tables show the number of men who completed each type of group intervention program in a DOCR prison or transitional facility from July 1st, 2021 to June 30th, 2023.

Program	Total Completions
Thinking for a Change (T4C)	603
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	1433
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	94
New Pathways to Healthy Relationships (NPHR)	276
Conflict Resolution Program (CRP)	215
Overall Total	2621

INDEX

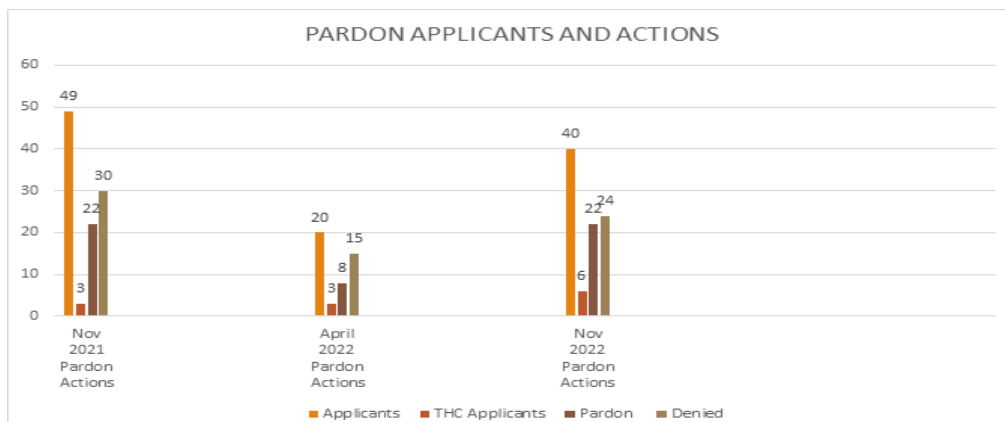
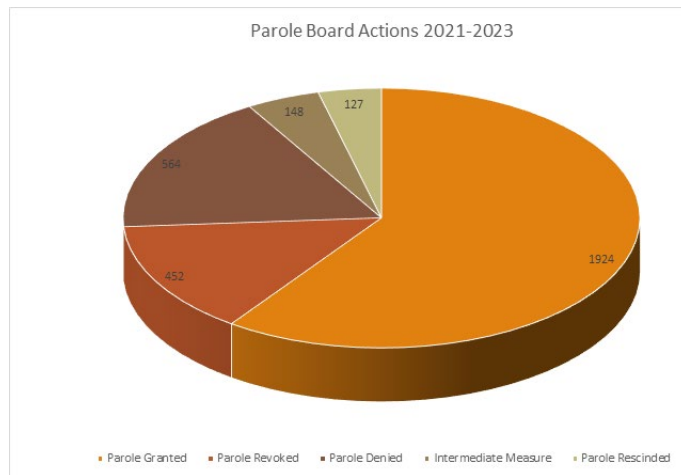
BEHAVIORAL HEALTH

Women’s Facility Program Completions

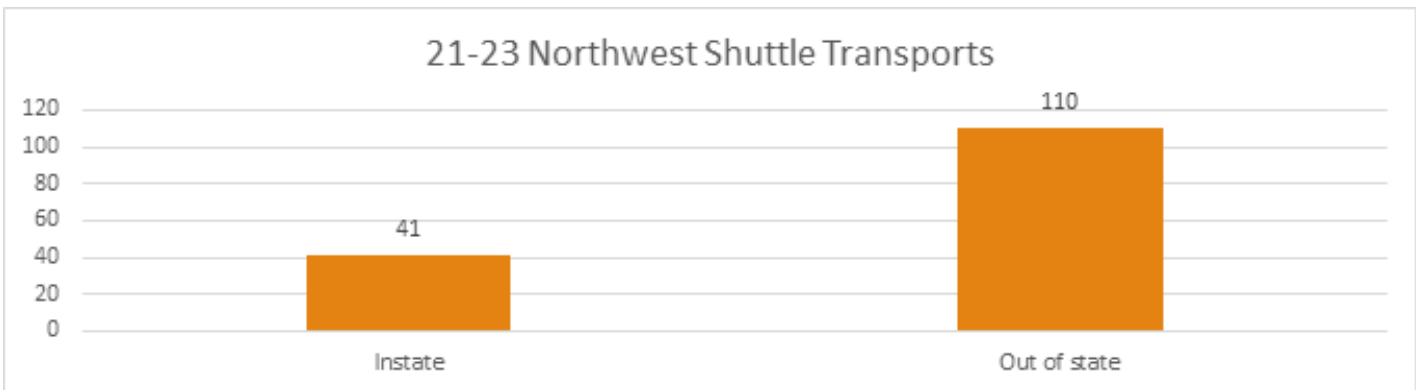
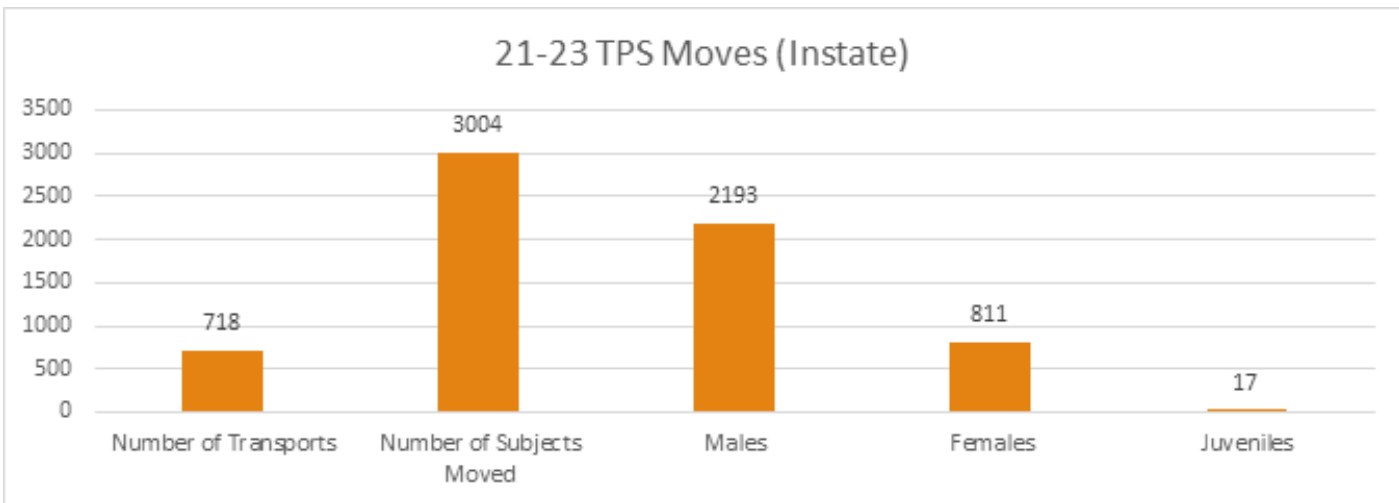
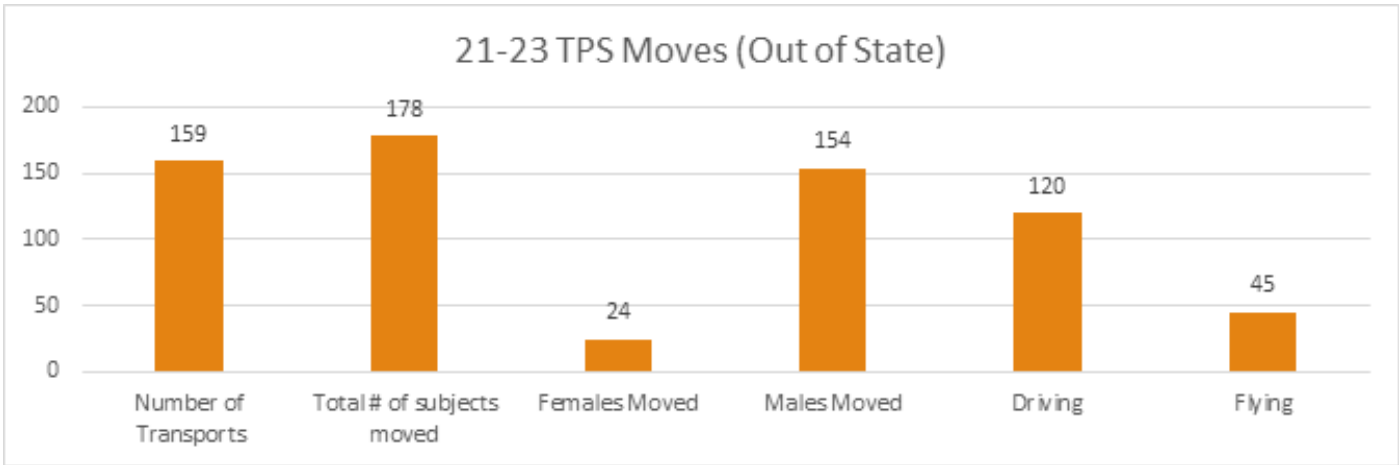
The following tables show the number of women who completed each type of group intervention program at the women’s prison and transitional facilities between July 1st, 2019 to June 30th, 2021.

Dakota Women’s Correctional & Rehabilitation Center (DWCRC)	Total Completions
Thinking for a Change (T4C)	60
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	296
Sex Offender Treatment Program (SOTP)	1
Overall Total	357

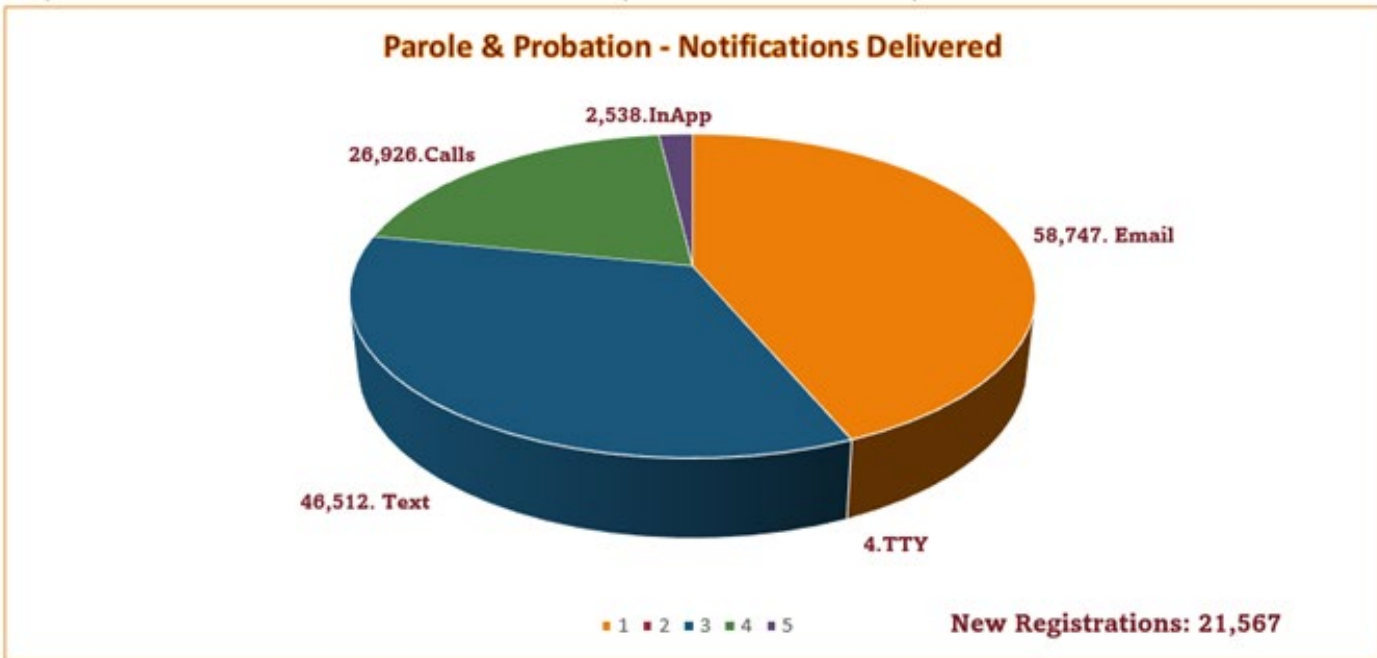
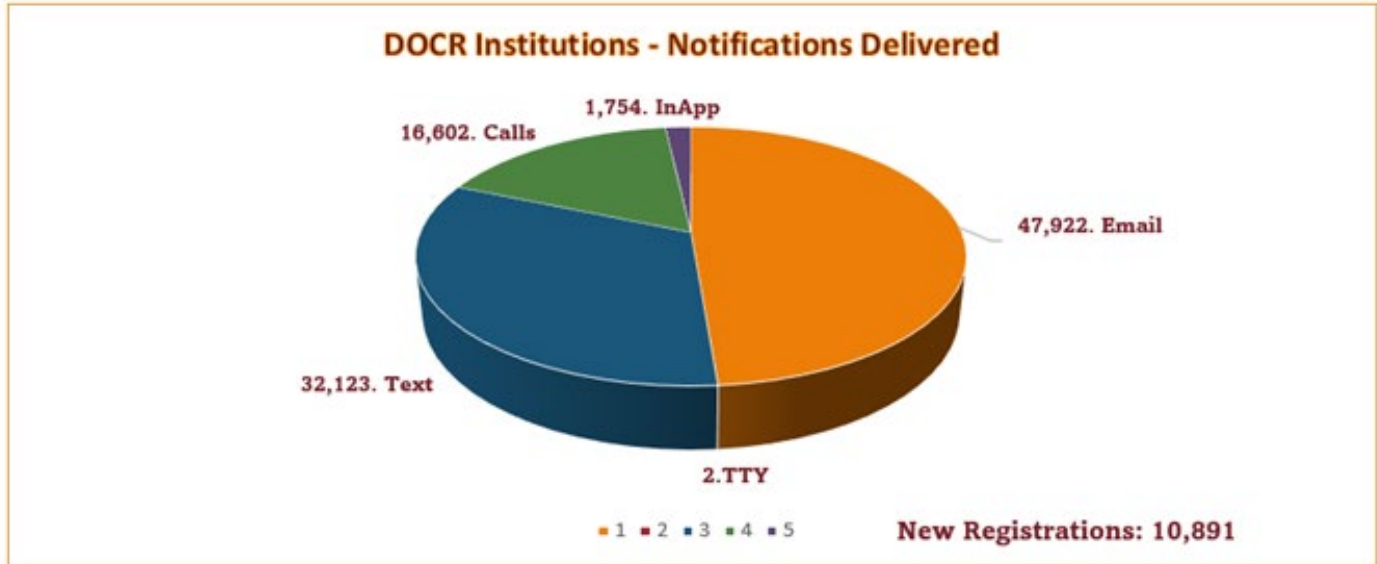
TRANSITIONAL PLANNING SERVICES



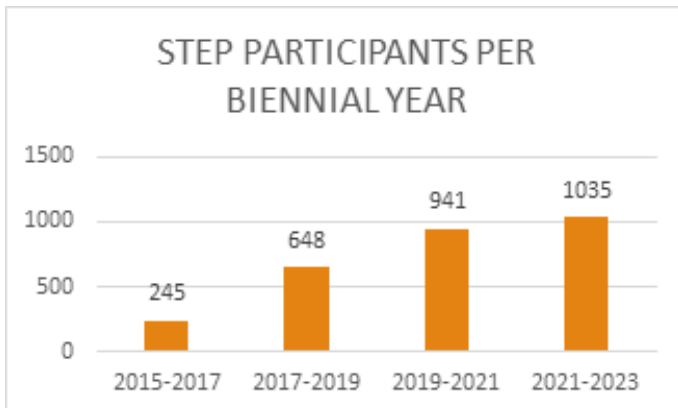
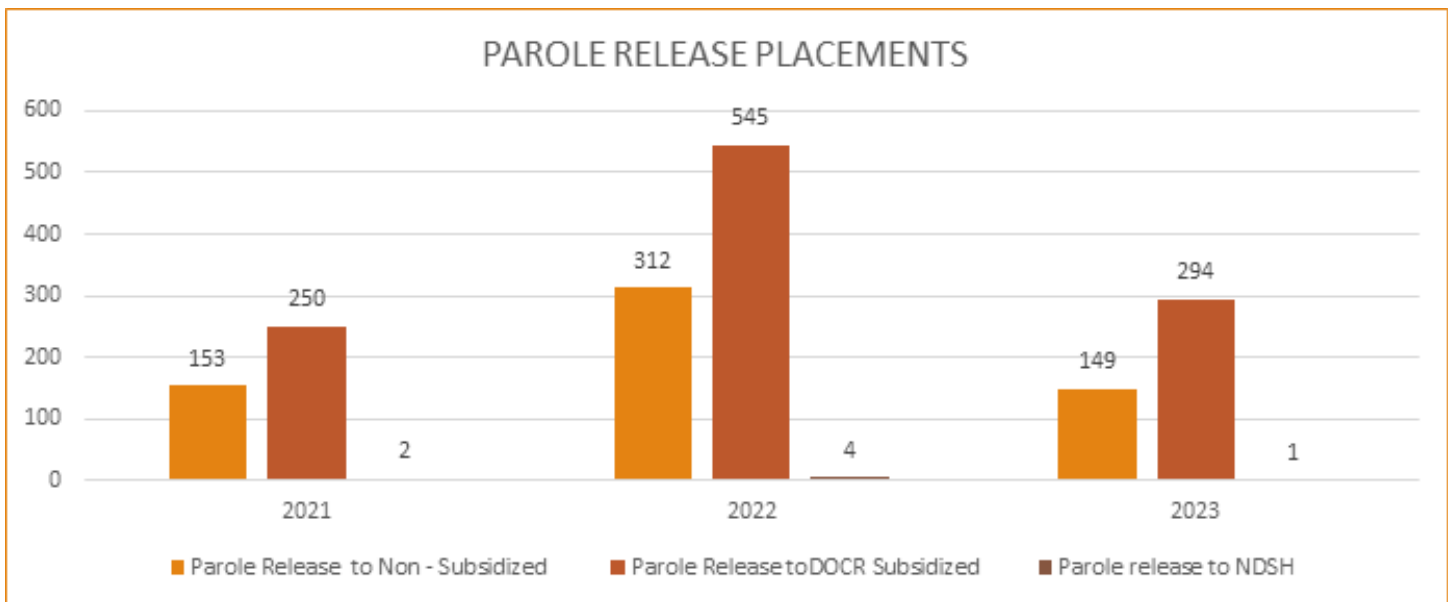
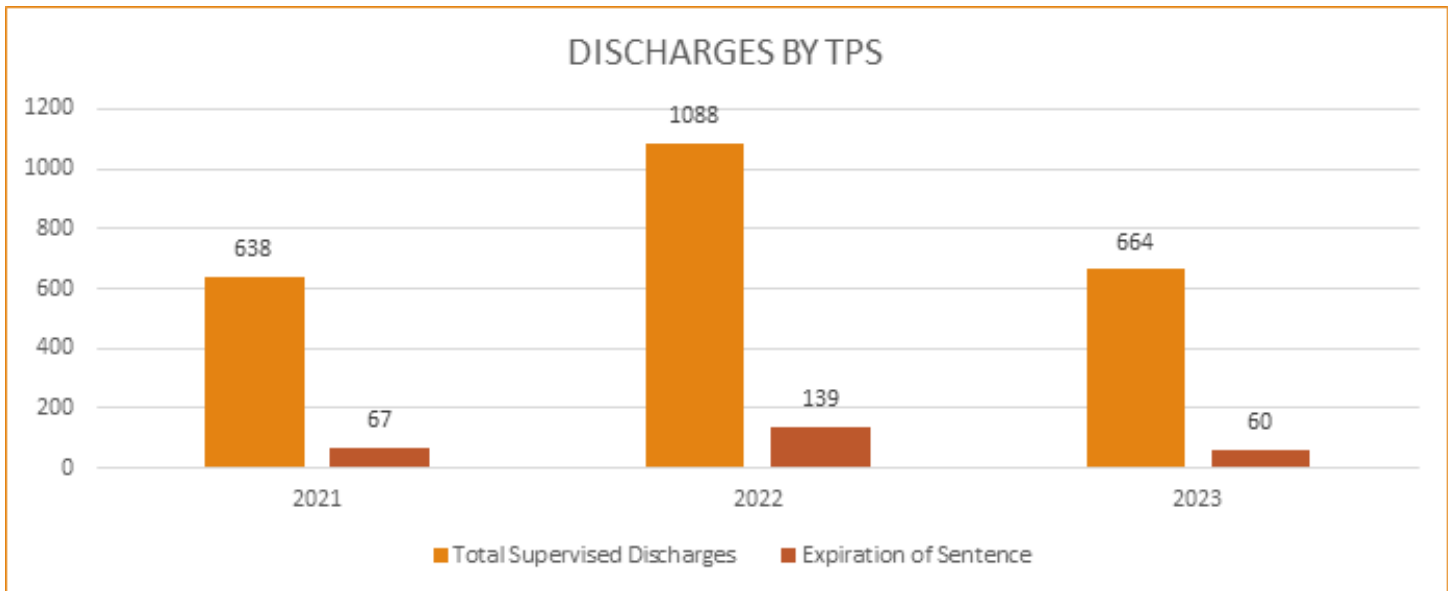
TRANSITIONAL PLANNING SERVICES



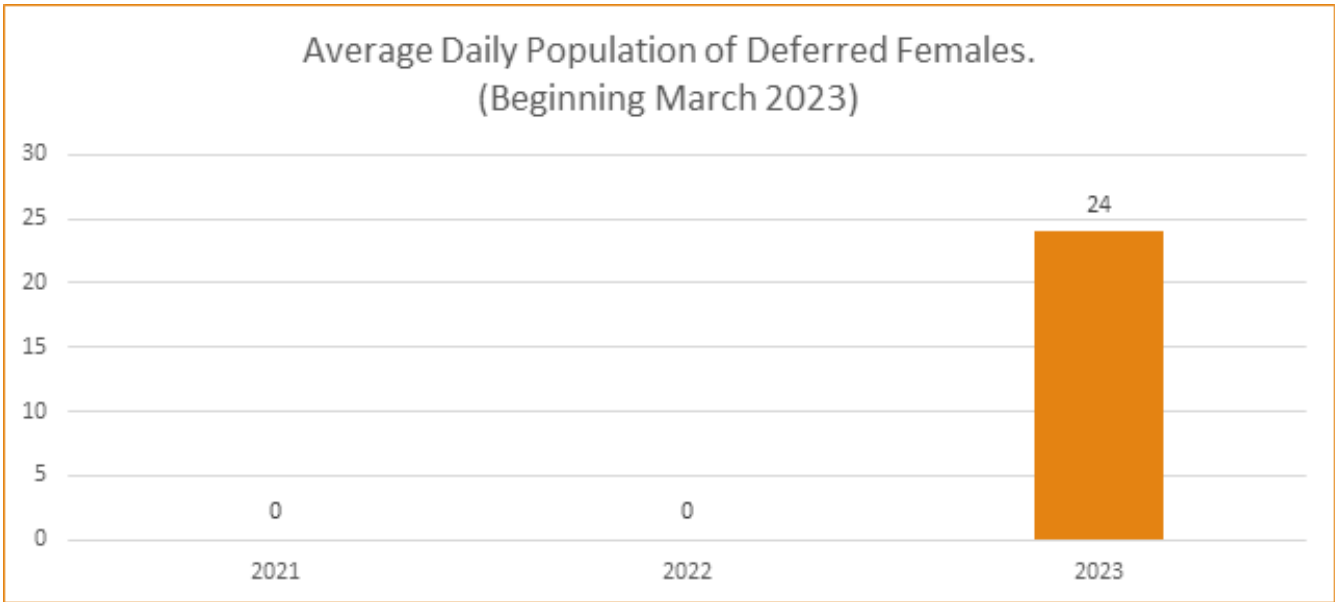
TRANSITIONAL PLANNING SERVICES



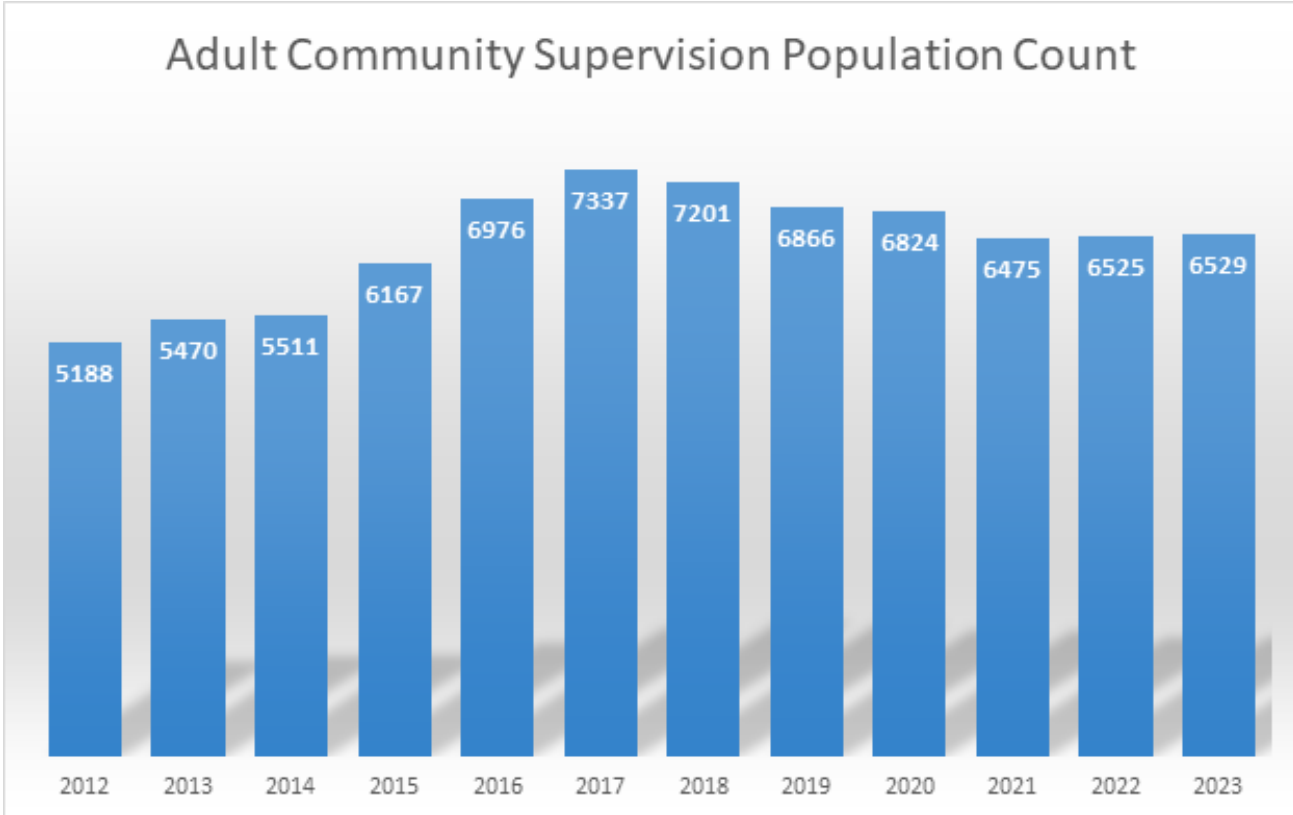
TRANSITIONAL PLANNING SERVICES



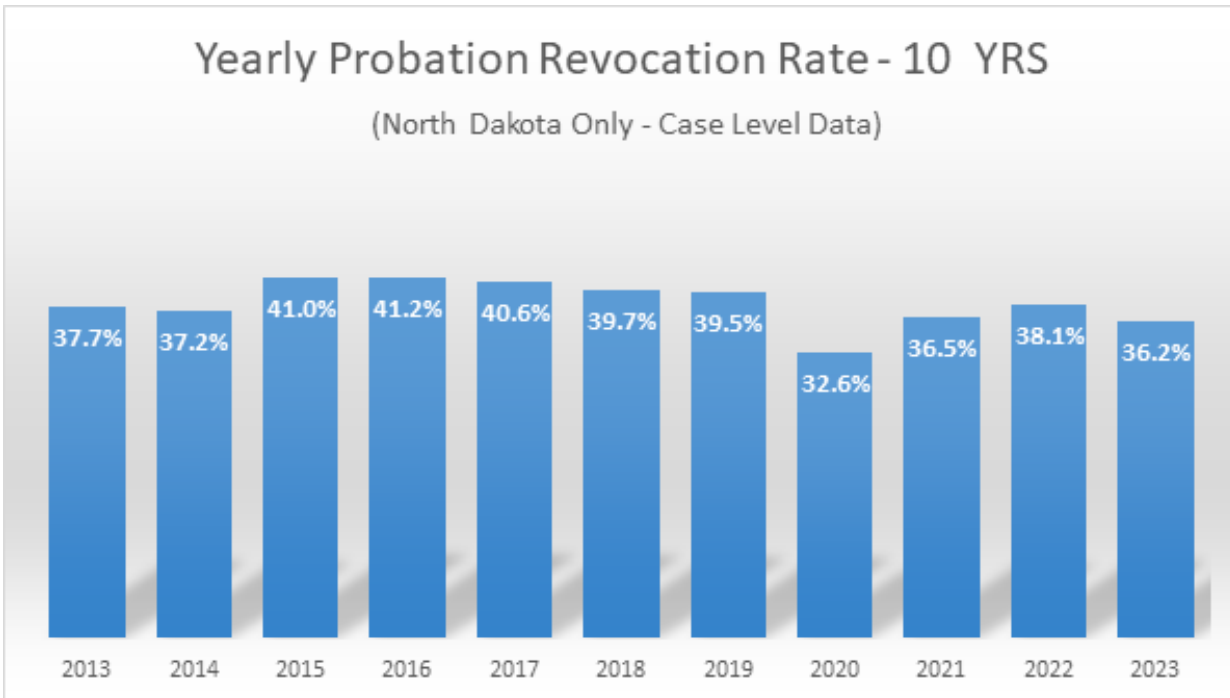
TRANSITIONAL PLANNING SERVICES



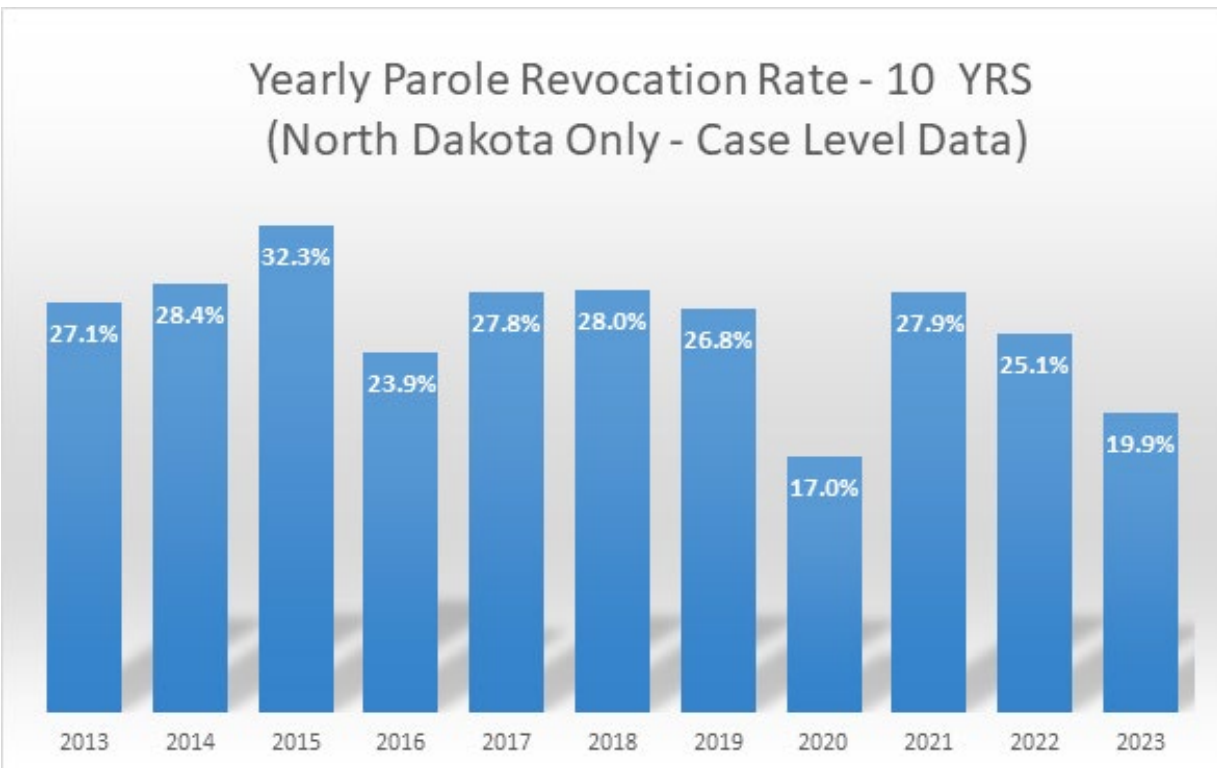
PAROLE AND PROBATION



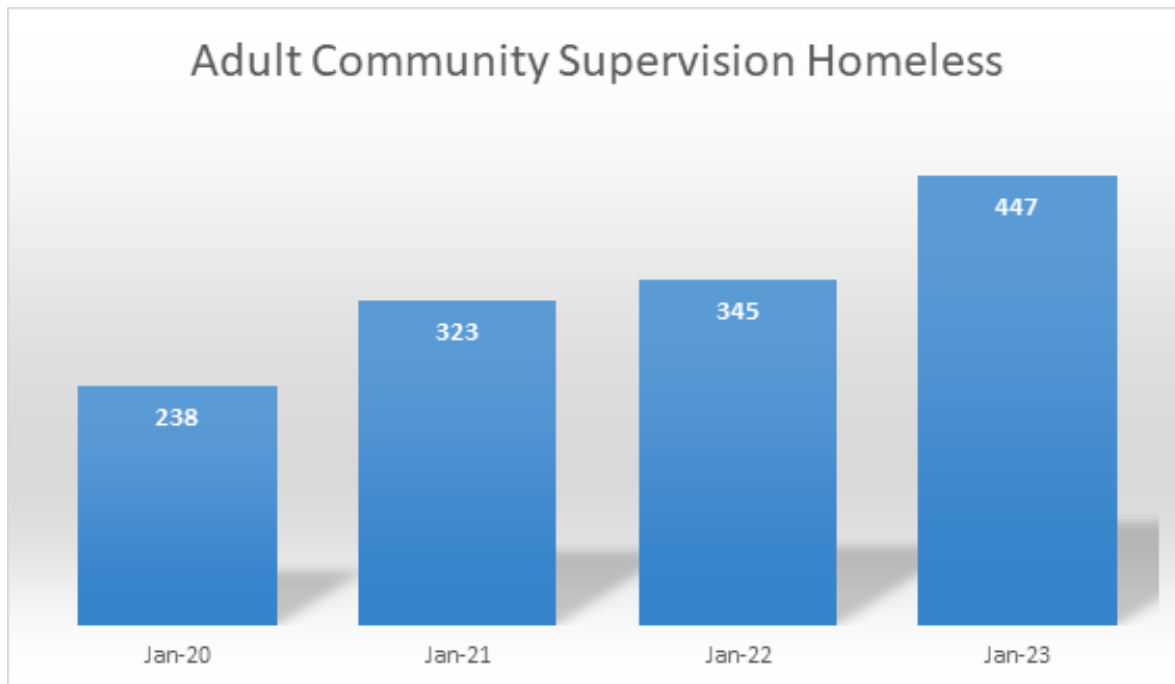
PAROLE AND PROBATION



*2023 data thru June 30th
 **2020 data is heavily COVID impacted



PAROLE AND PROBATION



Count as of January 1 of each year

TRANSFORMING LIVES, INFLUENCING
CHANGE, STRENGTHENING COMMUNITY.
HEALTHY AND PRODUCTIVE
NEIGHBORS, A SAFE NORTH DAKOTA.
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NORTH
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Corrections and
Rehabilitation