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# BIENNIAL REPORT





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 Biennial Report for the period of July 1, 2023 through June 30, 2025. This report reflects the extraordinary work of the dedicated DOCR team members who serve our state with professionalism, compassion, and an unwavering commitment to safety and hope.

Every day, our team ensures the safe operation of our facilities, supports the rehabilitation of those in our care, and upholds the trust placed in us by the people of North Dakota. Their work—often unseen but always essential—builds the foundation for safer communities and brighter futures.

This commitment extends far beyond the walls of our facilities. Across North Dakota, DOCR team members in our communities walk alongside individuals every day as they return home, rebuild, and chart new paths. Our officers, case managers and clinicians guide and support criminal-justice involved youth and adults as they navigate supervision and change, providing critical structure, care, and intervention for them and their families. Their work is challenging, human-centered, and vital to public safety and long-term success.

We also recognize that none of this work happens in isolation. North Dakota's communities play a vital role in helping individuals reenter society, overcome addiction, manage mental health needs, and rebuild their lives. The success of any one person returning home is inseparable from the strength, support, and compassion of the community that receives them. In that sense, the success of an individual is truly the success of our state. We are all part of the solution, and together we continue to build a system that promotes stability, opportunity, and belonging.

Throughout this report, you will see the many ways in which the DOCR and our partners have strengthened the continuum of care—inside facilities, across supervision, and throughout reentry. These collective efforts help ensure that people involved in the criminal justice system have the tools, skills, and support needed to succeed. At the same time, we remain steadfast in our commitment to victims. We must continue to acknowledge those who have been harmed, support their healing, and work tirelessly to prevent future victimization. Public safety demands nothing less.

I am deeply grateful for the collaboration of local and state agencies, community organizations, behavioral health partners, educators, employers, and the countless individuals who contribute to the work of rehabilitation and reintegration. Your commitment makes our state stronger.

As we look ahead, we remain committed to innovation, transparency, and continuous improvement. Together—with purpose and shared responsibility—we will continue to transform lives, strengthen communities, and build a safer North Dakota for all.

With Gratitude,



Colby Braun, Director

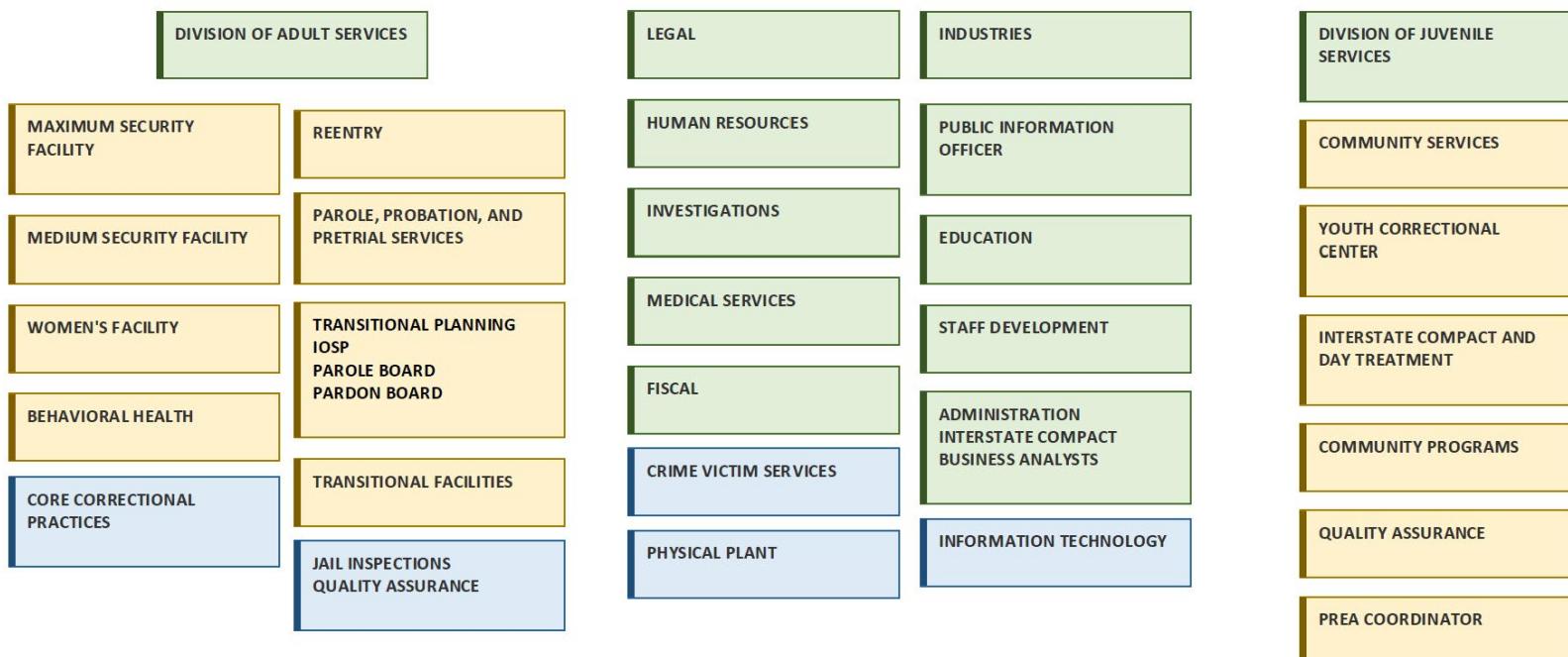
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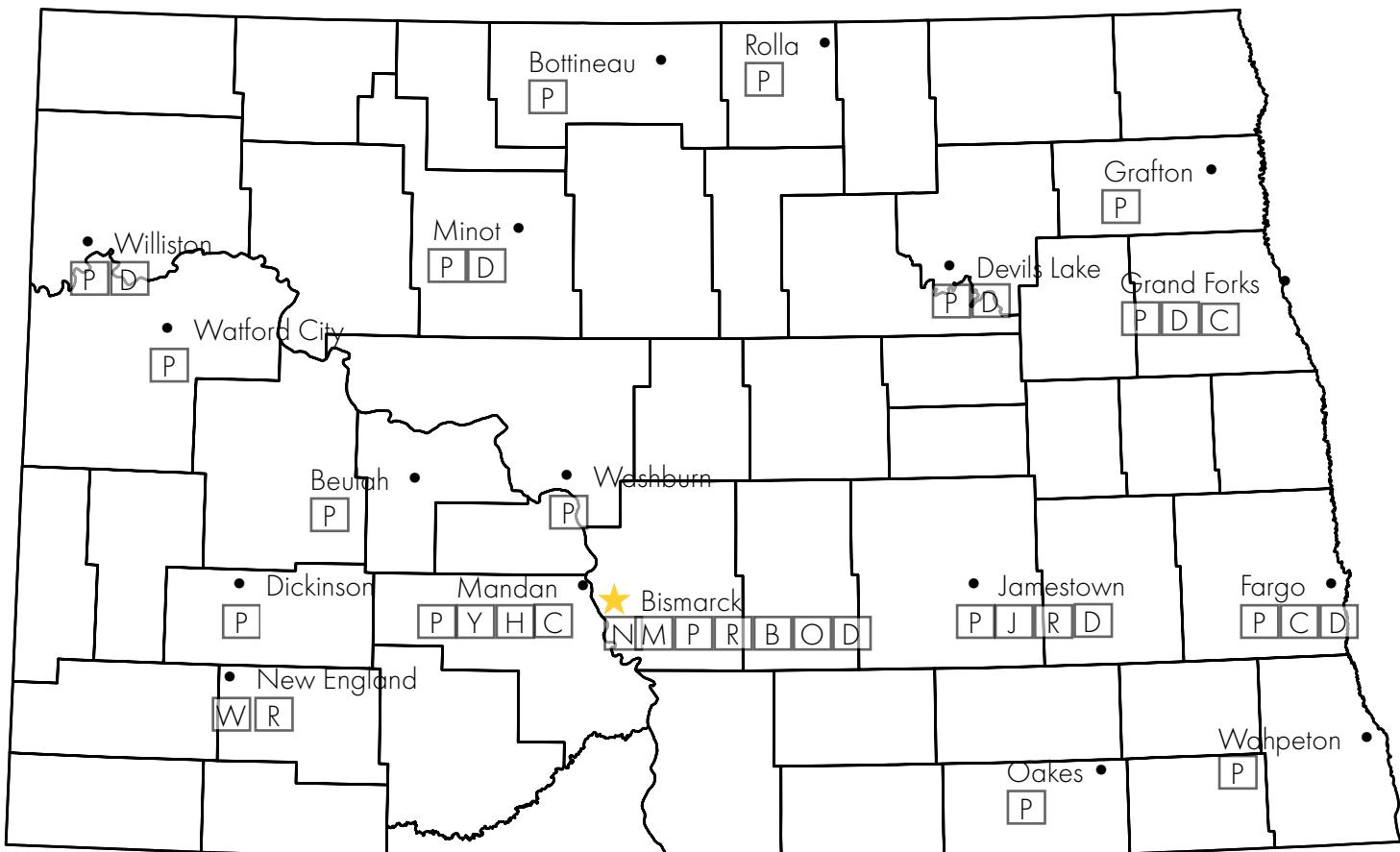
# ORGANIZATIONAL STRUCTURE



**DIRECTOR**  
Colby Braun



# LOCATIONS



## KEY

- [N] North Dakota State Penitentiary
- [J] James River Correctional Center
- [M] Missouri River Correctional Center
- [W] Dakota Women's Correctional and Rehabilitation Center
- [C] Central Office
- [Y] Youth Correctional Center
- [P] Parole and Probation Office
- [R] Rough Rider Industries

- [B] Bismarck Transitional Center
- [C] Centre, Inc.
- [H] Heart River Correctional Center
- [D] DJS Youth Community Services Office

# ADMINISTRATION

## Fiscal Services

The fiscal services division plays a central role in safeguarding and managing the agency resources. Its core responsibility is to ensure that funds are collected, allocated, and spent in a way that supports the agency mission while maintaining compliance with all applicable laws, regulations, and policies.

The fiscal services division serves the DOCR and North Dakota taxpayers by ensuring the accuracy, integrity, and timeliness of the department's financial information.

The key functions of the fiscal 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.

Agency expenditures for the 2023–2025 biennium totaled \$334.2 million. The general fund turnback is \$1.04 million after adjusting for State and Local Fiscal Recovery Funds of \$49.2 million and \$968K of deficiency funds. These reports can be found in the Index of the biennial report.

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 for 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 2023–2025 biennium, the warehouses issued a total of \$5.1 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, 1251 applications were approved for the CVC program. A total of \$717,915.01 was provided to applicants requesting reimbursement for various crime related costs such as medical, mental health, and work loss. There were 1,244 claims approved for payment.

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 2023-2025 biennium, the DOCR awarded \$10,260,915.13 in Federal VOCA funds to 44 ND victim service agencies. An additional amount of \$188,000 was awarded in state Legendary Empowerment Grant awards to 21 agencies for special one-time projects that included shelter upgrades; security systems for shelters; and databases, computers, and software upgrades. This correlated to the management of 133 victim service grants awarded this biennium. Funded victim service agencies provided services to more than 34,000 crime victims during the biennium.

# ADMINISTRATION

Crime Victims Compensation (CVC) Program	FY 2023	FY 2024	Total
<b>Number of Applications Approved</b>	568	683	1251
<b>CVC Claims Filed</b>	653	586	1239
<b>CVC Number of Payments</b>	582	441	1023
<b>CVC Average Claim Payment</b>	\$389,458.96	\$328,456.05	\$717,915.01

**Categories include: Assault, Child Physical Abuse, Child Pornography, Child Sexual Abuse, DUI, Homicide, Kidnapping, Vehicular Crimes, Robbery, Sexual Assault, Stalking, Terrorism**

## Accomplishments:

- The fiscal services division continues to process and store all daily work 100% electronically.
- The travel expense module in PeopleSoft was implemented and went live for staff to use in October 2023. This eliminated Filenet storage costs and scanning duties for the fiscal services staff.
- Victim Services moved to the Business office during the 23-25 biennium.
- COSMOS, the internal grant management system for the DOCR, received several major updates to allow the DOCR to automate all grant programs under one program and removed the need for a "paper process".
- Crime Victim Compensation underwent major process enhancements, as well as, a statewide outreach campaign.
- The State Auditor's Office reported zero audit findings for the 2021-2023 biennium.

## Challenges:

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

## Victim Services Program

The Victim Services Program (VSP) provides post sentencing services to victims whose residents are in 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.

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

# ADMINISTRATIVE SERVICES



## Information Technology Services & Business Analytics

The IT and Business Analytics Unit leads DOCR's digital transformation, delivering secure systems, data insights, and technology solutions that support public safety, efficient operations, and client-centered care. We work across all DOCR facilities and programs, partnering with NDIT and external research partners to ensure systems are reliable, modern, and aligned with the department's mission.

### Key Responsibilities & Impact:

- Infrastructure & Security: Manage 1,800+ IT assets and 800+ security cameras, ensuring operational continuity and facility safety
- Data & Analytics: Maintain 100+ reports and dashboards, enabling real-time, data-driven decisions for leadership and staff
- Operational Support: 300+ ServiceNow requests per month with QA oversight and training, keeping systems responsive and reliable
- Process Improvement & Business Analysis: Complete hundreds of projects, delivering new workflows, data integrations, and system enhancements

### Focus Areas:

- Technology Modernization: Upgrading systems, control rooms, and connectivity for future readiness
- Safety & Security: Enhancing facility access, surveillance, and monitoring
- Client-Centered Services: Expanding telehealth, education, and rehabilitation tools
- Data-Driven Decision Making: Developing dashboards, automated workflows, and reporting tools
- Strategic Planning & Integration: Implementing CMS modernization, secure referral systems, and change management
- Facility & Operational Support: Integrating technology in new and existing facilities

### Who We Serve:

The team serves all DOCR facilities and community-based programs, providing tools and serve as a technical liaison with NDIT. Our data products also support state leadership, research partners, and policymakers, offering insight into operations, outcomes, and population trends.

### What We're Proud Of:

- Modernized Technology & Infrastructure: Upgraded servers, control rooms, fiber lines, and facility systems to improve reliability, security, and readiness
- Enhanced Safety & Security: Expanded surveillance coverage, modernized access controls, and installed body scanners to protect clients and staff
- Expanded Client Services: Implemented telehealth, gender-specific assessments, educational access, tablets, and client-led initiatives to support rehabilitation and reentry success
- Advanced Data & Reporting: Launched real-time dashboards, automated workflows, and centralized reporting to improve decision-making at all levels
- Improved Strategic Integration: Developed CMS modernization roadmap, secure referral systems, and change management practices
- Supported Facilities & Operations: Embedded technology planning in new construction and upgraded critical systems
- Collaborated with Partners: Worked with NDSU, Recidiviz, and other stakeholders to advance research, analytics, and evidence-based practices

# ADMINISTRATIVE SERVICES

## **Impact at a Glance:**

- 50+ strategic projects completed
- All major facilities enhanced in safety, technology, and operations
- Real-time data and dashboards supporting leadership decisions
- Foundation laid for future modernization, automation, and client-centered initiatives

## **Session Impacts:**

No legislation directly altered DOCR's IT or Business Analytics structure; however, legislative and budget decisions impacted staffing and funding. Post-session new project manager requirements and resource constraints further stretched capacity.

## **How We Do It:**

- Funded by DOCR's general appropriation, with enterprise infrastructure and cybersecurity provided by NDIT. Budget supports modernization, analytics, and system maintenance.

## **Operational Challenges & Resource Gaps:**

- Technology & Ownership: Ongoing challenges with technology costs and unclear service ownership between DOCR and NDIT.

## **Staffing Needs:**

- Continued need for a Data Scientist for forecasting and analytics.
- Increased ServiceNow workload strains staff, prompting role shifts and cross-training.
- CMS Business Analyst position not funded; reduced support for Recidiviz collaboration.

## **Interstate Compact for Adult Offender Supervision**

The Interstate Compact for Adult Offender Supervision (ICAOS), adopted by all 50 states and three U.S. territories, governs the transfer and supervision of individuals on probation or parole across state lines through uniform rules and procedures.

North Dakota's Compact Office manages all adult supervision transfers, ensuring compliance with national standards while supporting local officers, courts, and stakeholders.

The North Dakota Interstate Compact Office is led by the Commissioner—who also chairs the Midwest Region and the Risk, Needs, and Responsivity (RNR) Workgroup—and the Deputy Compact Administrator (DCA), who serves on both the DCA Liaison and Training Committees.

The office also collaborates closely with state and county probation officers, courts, and interstate counterparts to ensure consistent and fair application of the Compact's rules.

## **Who We Serve:**

The Interstate Compact Office serves:

- Individuals under community supervision transferring to/from North Dakota
- Probation/parole officers, judges, and attorneys using Compact guidance
- Partner states and territories supervising North Dakota residents

By facilitating lawful transfers and monitoring compliance, the Compact promotes public safety, family reunification, and efficient use of resources.

# ADMINISTRATIVE SERVICES

## Interstate Compact for Adult Offender Supervision

### What We're Proud Of:

#### 2023–2025 Highlights: National Engagement, Training, and Compliance Innovation

North Dakota's Compact Office continued to demonstrate national leadership through training, collaboration, and compliance excellence. The team's work is consistently recognized for professionalism and thoughtful decision-making.

##### Training & Mentorship

- Delivered training sessions including Judge Orientation, Probation Officer Academy, and IC Supervisor sessions.
- DCA Miller completed the NIC Leadership Lab and served as both mentor and mentee in the Leadership Everywhere program.

##### National Engagement

- Hosted North Dakota's first border meeting with Minnesota to strengthen cross-state coordination.
- Participated in the Annual Business Meeting (ABM) in Norfolk, VA; DCA co-presented on rule changes and best practices.
- Contributed to national rulemaking and audits through ICAOS committees and roundtables.
- In 2023, the DCA received the Executive Director Award for national leadership and innovation in Compact Administration.

##### Compliance & Innovation

- Led development of efficient retaking practices, reducing costs.
- Selected as a pilot state for the FY25 audit, confirming strong documentation and decision-making.
- Created warrant flowcharts, updated the Judge's Bench Card, and developed internal tools to improve consistency.

#### Retaking Activity (2023–2025): Retaking activity remained steady, with a slight decline in 2024 and continued mitigation efforts in 2025.

- 2023: 39 total retakings
- 2024: 37 total, 10 mitigated
- 2025 (Jan–Jun): 15 total, 2 mitigated, 7 pending

### Session Changes

While no legislative changes directly affected ICAOS, national rule updates required internal policy reviews and staff training to maintain alignment.

### How We Do It:

The Interstate Compact Office operates within the DOCR's Central Office, funded through the DOCR's general fund appropriation.

#### Primary expenditures support:

- Staff training and national conference participation
- Compact system management and documentation
- Infrastructure for cross-state coordination

### Concerns & Issues:

- System Limitations: Ongoing issues with the national ICAOS system occasionally affect billing and compliance tracking.
- Resource Strain: Complex, multi-state cases stretch staff capacity and travel resources.
- Audit Readiness: Upcoming national audits will require added administrative and documentation support.

# ADMINISTRATIVE SERVICES

## Staffing & Resource Gaps:

- Limited staffing for case management and audit preparation.
- Growing need for data analytics support to track retaking trends, compliance metrics, and audit readiness.

## Case Planning

The DOCR is committed to public safety through evidence-based practices and successful community reintegration. A key part of this mission is Case Planning, which provides each newly sentenced individual with a personalized rehabilitation roadmap. Led by Administrative Services, the Case Planning Committee meets monthly to develop over 200 individualized plans based on comprehensive assessments—medical, psychological, substance use, educational, and other criminogenic needs. These plans guide treatment, programming, and supervision from intake through reentry.

### Who We Are:

A multidisciplinary team composed of case managers, behavioral health professionals, educators, and administrators. This collaborative group ensures that each case plan is person-centered and aligned with DOCR's goals.

### Who We Serve:

All adults newly sentenced to the DOCR custody receive a tailored case plan to support rehabilitation and successful reintegration into North Dakota communities.

### What We're Proud Of:

- 200+ case plans developed monthly.
- Case planning is core to DOCR's reentry strategy.
- Supports reduced recidivism and improved public safety outcomes.
- Aligns services from day one of incarceration.

## Session Changes

Recent reentry legislation reinforces the value of individualized case planning, emphasizing continuity of care, targeted programming, and data-driven decisions—fully aligned with DOCR's approach.

### How We Do It:

Case Planning operates within the DOCR's Central Office, funded through the general fund. Key functions include:

- Staffing costs associated with administration of program
- Oversight and compliance with procedures
- Stakeholder engagement infrastructure and decision making

# 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 1,000 total team members (including 929.79 regular FTE and temporary positions) for the 2023-2025 biennium. The DOCR HR division consists of ten FTE; two Payroll Officers, five HR Managers (including Deputy CHRO), two Talent Acquisition Specialists, and one Chief HR Officer.

## DOCR Workforce

Biennium	Hires	Separations
2015-2017	304	354
2017-2019	383	324
2019-2021	473	368
2021-2023	509	436
2023-2025	593	374

The DOCR hired 593 regular and temporary team members and experienced 374 separations during the 2023-2025 biennium. 593 hires are a 95.1% increase compared to the 2015-2017 biennium and a 16.5% increase compared to last biennium (2021-2023).

Most DOCR team members are directly responsible for public safety by providing direct security, community supervision, and/or health, medical, education, case management, and behavioral health services to residents, clients, and students in the custody of the DOCR.

## Recruitment and Retention

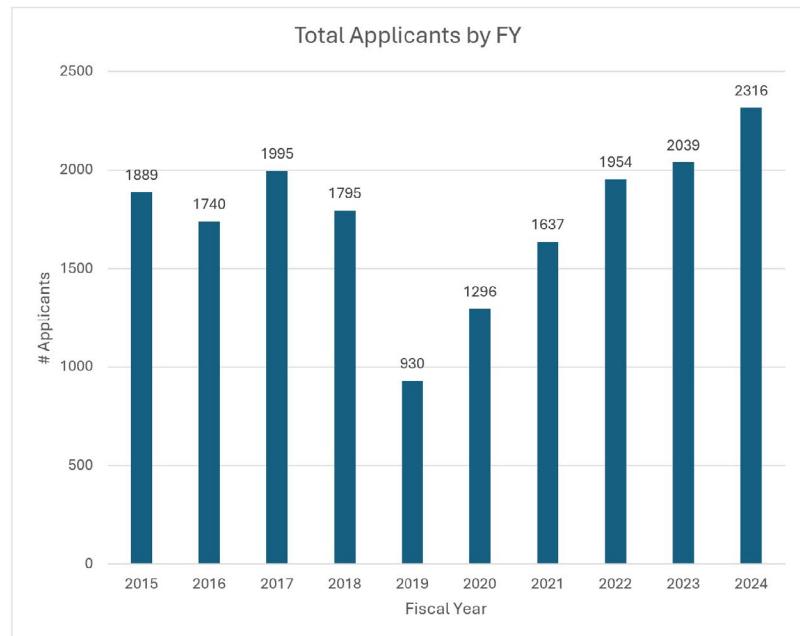
DOCR HR staff continued to develop and implement strategies for recruiting new team members in various difficult to recruit positions within the DOCR. In 2024, the DOCR established a Talent Acquisition (TA) Unit within HR to focus solely on strategic recruitment, employer branding, and outreach efforts. A TA unit will help create efficiencies and develop expertise in recruitment strategies and activities in order to meet the high demand and ensure the DOCR continues to utilize best practices in talent acquisition. The new TA unit will also free up valuable time for HR Managers or HR Business Partners to focus on strategic HR rather than just hiring and separating. This alone should help increase retention rates at the DOCR, by attracting and hiring the best talent to match the DOCR mission and vision.

The most difficult positions to recruit and retain remain those fields that deal with resident medical and mental health such as Licensed Behavioral Health Counselors, Psychologist, Licensed Practical Nurse, and Registered Nurse. Qualified applicant pools maintained steady levels for front line security positions in adult and juvenile facilities, such as Correctional Officer, Juvenile Corrections Officer, Residential Treatment Agent, and for Parole and Probation Officers providing community supervision to adults on parole or probation. However, due to relatively high turnover rates for front line security positions in DOCR facilities (37% to 60% in 2024 alone), recruitment and retention of these critical positions remains one of the DOCR's top challenges. The DOCR's number of applications increased in FY 2023 and FY 2024. FY 2024 resulted in the DOCR's highest number of total applicants in ten years and 2.5 times more than the low of 2019.

# HUMAN RESOURCES

It can also be helpful to review how applicants learn about DOCR open positions. External job boards or websites continue to lead at 36%, with current employees at 32%. Most notably, when a DOCR employee refers an applicant who is hired at the DOCR, retention rates increase significantly. New hires not referred by a current employee experience a turnover rate around 49%, where the rate of turnover decreases to 23% when the new hires are referred by a current employee.

For 2023-2025 DOCR turnover decreased slightly from 2021-2023, with a biennium overall turnover average of 20.2%, compared to 21.4% for last biennium.



Correctional Officer (27.7% in 2023 and 36.9% in 2024) and Juvenile Corrections Officer (33.3% in 2023 and 60% in 2024) turnover remained high, while Residential Treatment Agent turnover was more than 50% in 2023 and 2024. Registered Nurse turnover was down again this biennium from 50% in 2021 to 39% in 2023 to 26% in 2024. Behavioral health counselors, including Addiction Counselors, continue to experience high turnover rates and peaked between 35% and 43% across all DOCR facilities in FY 2024.

ND Department of Corrections and Rehabilitation, Employee Turnover Rates													
ND DOCR Turnover by Division 2015 - 2024													
Year	All DOCR	All Division of Adult Services	All Division of Juvenile Services	YCC	DJS Community	PPPS	MRCC	JRCC	NDSP	HRCC	Central Office	RRI	Biennium Average
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%
2023	21.2%	19.0%	26.4%	23.1%	31.7%	14.5 %	22.0%	17.2%	25.3%	41.9%	18.2%	8.6%	
2024	19.2%	17.5%	21.4%	25.8%	22.2%	11.1 %	31.6%	17.4%	34.4%	28.6%	15.6%	11.4%	20.2%
<b>Overall Average</b>	<b>19.2%</b>	<b>18.0%</b>	<b>24.9%</b>	<b>24.5%</b>	<b>27.3%</b>	<b>9.1%</b>	<b>21.3%</b>	<b>19.6%</b>	<b>23.9%</b>	<b>32.0%</b>	<b>17.2%</b>	<b>10.5%</b>	

Vacancy rates peaked at decade highs last biennium. Historically, DOCR vacancy rates remained constant between 5% and 6%; however, last 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.

# HUMAN RESOURCES

For 2023-2025 vacancy rates decreased significantly for Correctional Officers to between 10.8% and 14.5% and overall vacancy rates were closer to the DOCR historical average. HR believes the targeted market equity increases in 2023 advocated by the DOCR Director and Governor and authorized by the Legislature played a large role in our turnover decrease. Higher than historical vacancy rates for front-line security and medical positions leads to high overtime and potential burnout for existing team members. Higher than normal vacancy rates, overtime, and burnout can negatively impact facility safety for residents, juveniles, and team members.

## 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. In 2023-2025 the DOCR hired 18 paid interns, with most in behavioral health programs.

## New Employee Orientation

All new hires meet in Bismarck or Jamestown and go through the program together, once each month. The program consists of a welcome from Governor Kelly Armstrong (video) and DOCR Director Colby Braun. Director Braun meets all new team members and leads a discussion of DOCR major projects and initiatives and talks about the DOCR mission, vision, and values.

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 3.8 out of 4.0, along with ideas and suggestions for improvements, which are reviewed annually by HR.



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



Over the past two years, our training division has been the first stop for hundreds of new employees—each one bringing a new face, a new story, and a shared commitment to public safety. As Chief Training Officer, I've had the privilege of witnessing these individuals transform from civilians into correctional professionals, ready to serve in one of the most demanding environments in public service: our state's correctional institutions.

## A Constant Stream of New Recruits

Every few weeks, a new class walks through our doors. Some arrive with military or law enforcement experience. Others come from retail, education, or healthcare. They are diverse in age, race, and life experience—but they all share a willingness to serve in a place most people never see.

This steady influx of new recruits is both a strength and a challenge. It keeps our workforce dynamic and energized, but it also demands a training program that is agile, consistent, and deeply rooted in real-world experience.



## Training for a World Behind Walls

Training someone to work in a correctional facility is unlike any other job preparation. It's not just about policies and procedures—it's about developing judgment, resilience, and communication skills to manage complex human behavior in a secure environment.

We teach de-escalation. We teach situational awareness. We teach professionalism under pressure. Our goal is to prepare staff not only to protect themselves and their colleagues, but also to uphold the dignity and rights of those in custody. This is public service at its most challenging—and most essential.

# TRAINING

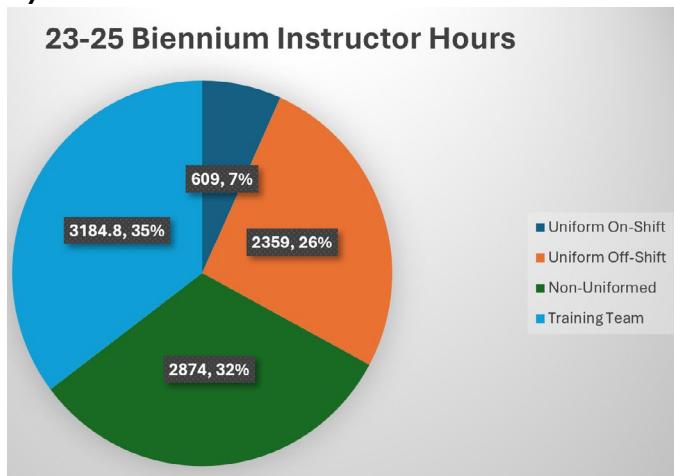


## Doing More with Less

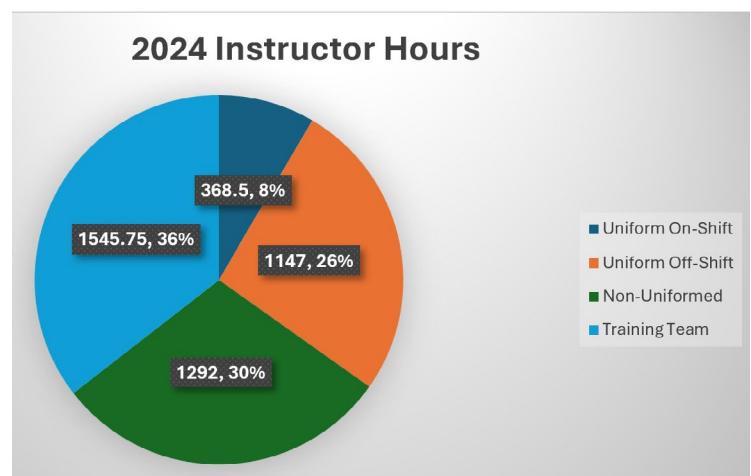
One of our most pressing challenges is staffing. Our core training team remains small, even as demand continues to grow. To meet this need, we often rely on institutional staff—officers, case managers, and supervisors—to step into the classroom and share their expertise.

This approach has trade-offs. It pulls experienced staff away from their primary duties and increases overtime costs. But it also brings authenticity to our training. Trainees hear directly from those who live the job every day. They learn not just the “how,” but the “why.”

### By the Numbers:



Biennium Total Instructor Hours - 9,026.75 hours



Total Instructor Hours for 2024 - 4,353.25 Hours

- Instructor Hours in 2024: 4,353.25
- Biennium Total (2023–2025): 9,026.75
- Growth Since 2017–2019: 43.9%
- Growth Since 2021–2023: 49.4%

Despite this growth, we have not added any new positions to the training department. The increase in instructor hours has been absorbed by our existing team and uniformed staff working overtime. This biennium it was 2,359 hours of overtime.

### The Faces We Remember

Some trainees leave a lasting impression. The ones who ask the tough questions. The ones who support their classmates. The ones who return later to teach. These are the faces of our future. They remind us that training is not just about compliance—it’s about culture, leadership, and legacy.

One face we will never forget is Officer Malachi Stein, who tragically passed away in a car accident just days before graduation. His dedication and spirit continue to inspire us.



## Looking Ahead

As we move into the next biennium, our goals are clear:

- Expand our training team to reduce reliance on institutional staff.
- Invest in modern tools and simulation-based learning.
- Strengthen partnerships with community colleges and public safety programs.
- Continue to prioritize safety, professionalism, and respect in every lesson we deliver.

**Your support makes this possible. Every investment in training is an investment in safer institutions, stronger communities, and a more resilient workforce.**



# CORE CORRECTIONAL PRACTICES

## Leading Change Through Practice, Purpose, and People

In a field where transformation is often measured by recidivism reduction, the Core Correctional Practices (CCP) department has become a driving force for statewide change in measuring success by strengths and growth. Guided by the belief that Evidence-Based Practices (EBPs) are not just tools but values, the department worked to embed these principles in to the daily rhythm of correctional life across North Dakota.

Despite its size, the department's reach has been wide, its impact deep, and its vision unwavering: to build a correctional culture where staff are confident, residents are hopeful, and every interaction is an opportunity for change.

### Coaching & Capacity Building

Over the past two years, the department has provided consistent coaching across all ND DOCR facilities, contract sites, and community supervision. Through structured observations, feedback, and quarterly refreshers, staff proficiency in EPICS, Motivational Interviewing, and Core Correctional Practices has steadily increased. More staff are now rated as proficient or advanced in their ability to model and teach skills, and there has been a measurable rise in the use of structured contacts and positive reinforcement.

This coaching culture has also fostered a climate of trust. Staff feel more comfortable asking for help, brainstorming solutions, and reflecting on their practice. The department's presence, whether through shadowing, one-on-one coaching, or follow-up after training, has created a sense of accessibility and support that empowers staff to grow.



### Training & National Recognition

The department has led statewide training efforts in EPICS, CCP, Motivational Interviewing, and trauma-informed care. All new staff receive foundational instruction, reinforced through simulations, in-person follow-ups, and ongoing training.

This commitment to high-quality training was nationally recognized in 2023 when the department received the Specialized Topics Award from the International Association of Correctional Training Personnel (IACTP), honoring its innovation and excellence in correctional programs and training.



# CORE CORRECTIONAL PRACTICES

## Trauma-Informed Culture

One of the most transformative initiatives of the biennium was the implementation of the "How Being Trauma-Informed Improves Criminal Justice Systems Responses" training. Delivered to both staff and residents at multiple facilities, the training included simulations and table-talk exercises that fostered empathy, challenged assumptions, and built shared understanding.

The department also successfully coordinated with SAMHSA and the GAINS Center to certify 19 new trainers across North Dakota, expanding trauma-informed practices to Ward County Jail, Dakota Women's Correctional and Rehabilitation Center, and beyond.



## Data-Driven Strategy

Data has been central to the department's work. Proficiency scores informed the development of ongoing EPICS coaching sessions. Reinforcement ratios, tracked monthly, revealed a need for stronger leadership modeling, prompting the launch of a 21-day challenge to increase positive reinforcement by supervisors.

CPC and CPC-GA assessments were used to identify strengths and gaps in programming, guide policy updates, and support goal setting at facilities like NDSP and BTC. These assessments also led to the creation of tools like CCP skills cards and increased observations to ensure fidelity to EBPs.

## Equity, Responsivity & Empowerment

The department developed gender-responsive training for parole and probation and collaborated on culturally responsive training tailored to Native American populations. These efforts ensure that EBPs are not only effective but also inclusive and relevant.

Staff have reported increased confidence and productivity, while residents have demonstrated improved emotional regulation, problem-solving, and interest in peer support roles. One resident, after receiving coaching support, pursued his long-time goal of becoming a peer mentor. Others have shared how they've learned to pause, reflect, and choose nonviolent responses in situations that once would have triggered aggression.

## System Coordination & Innovation

The department has played a key role in improving visibility and alignment of services. Through leadership of the Program Evaluation Committee, it helped in developing a stronger understanding of programs and service needs being met and where the agency has needs. Regular presence in facilities and field offices has bridged the gap between policy and practice.

In 2024, the department was part of the team awarded the North Dakota Governor's Roaming Bison Award for its role in launching the Reentry Simulator, an innovative, experiential training tool that builds empathy and understanding of the reentry process.

# CORE CORRECTIONAL PRACTICES

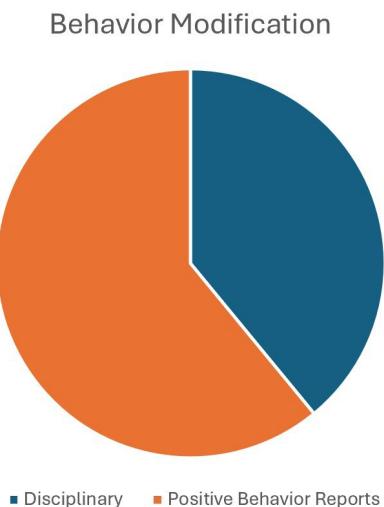
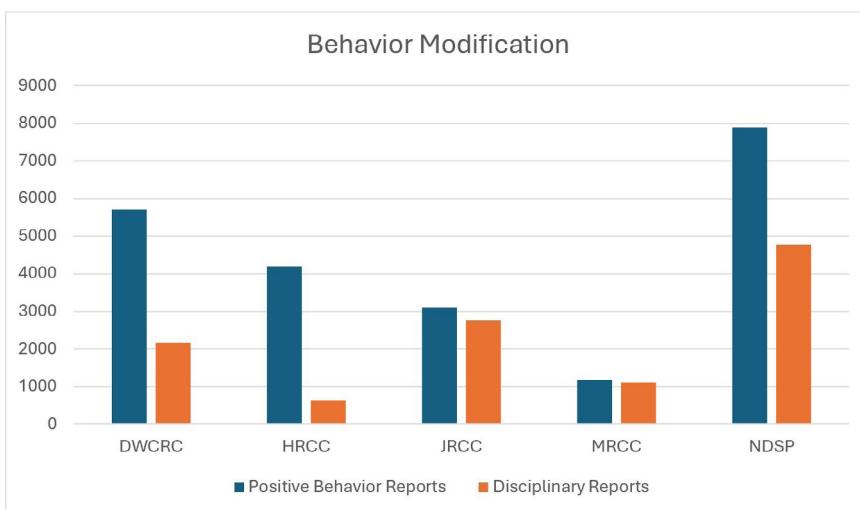
## Looking Ahead

The next biennium brings new opportunities. The department will focus on expanding coaching capacity and launching a behavior modification pilot that ties privilege restoration to active participation in change. This initiative is designed to counter hopelessness that can follow disciplinary action and instead reinforce the message that change is not only possible but rewarded.

In every training, every coaching session, and every conversation, the Core Correctional Practices department continues to lead with purpose, grounded in data, and driven by the belief that people, when supported, can grow, change, and thrive.



Training Program	Number of Staff Trained
Effective Practices in Community Supervision (some staff may be accounted for multiple times with new training and refresher sessions)	1,006
Core Correctional Practices New Employee Training	604
How Being Trauma-Informed Improves Criminal Justice System Responses Training	70
Acceptable Boundary Communication Training	299



The North Dakota Department of Corrections and Rehabilitation (ND DOCR) Education Division is directly responsible for delivering education services for the whole population—juvenile (ND YCC) and adult (DWCR, HRCC, JRCC, JRMU, MRCC, and NDSP). The educators for the two diverse populations are under one education division and share resources, strategies, best practices, and supervisors. The division has a Superintendent of Education that oversees all operations and principals tasked with education day-to-day operations and strategic planning.

## Mandatory Program Offerings

- GED Testing
- 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
- Reading Programming (Reading Horizons or STAR)

- GED Academy
- English Learner Services
- High School Diploma for qualifying students
- Optional High School Diploma to qualifying students

- Library Services
- Digital Literacy
- Computer Literacy
- Resident-led tutoring
- Physical Education
- Special Education and Instructional Strategies

## Career and Technical Post-Secondary Preparation and Certifications

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

- Independent Study Programs (Adams State)
- Ashland University
- Commercial Drivers License (BSC partnership)
- Crane Certification (Veritas partnership)
- Valley City State University

- Career Counseling and FAFSA
- Driver's Education and Simulator
- Bismarck State College
- Apprenticeship

# EDUCATION

## 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
- Yoga and Mindfulness
- ServSafe
- Parenting Inside Out
- OSHA 10
- EDOVO

- Garden
- Hustle 2.0
- Financial Literacy
- Veterans Behind Walls
- Recovery Strategies
- Attitudinal Dynamics of Driving
- ND Council on the Arts/CREA partnership

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

### Changes:

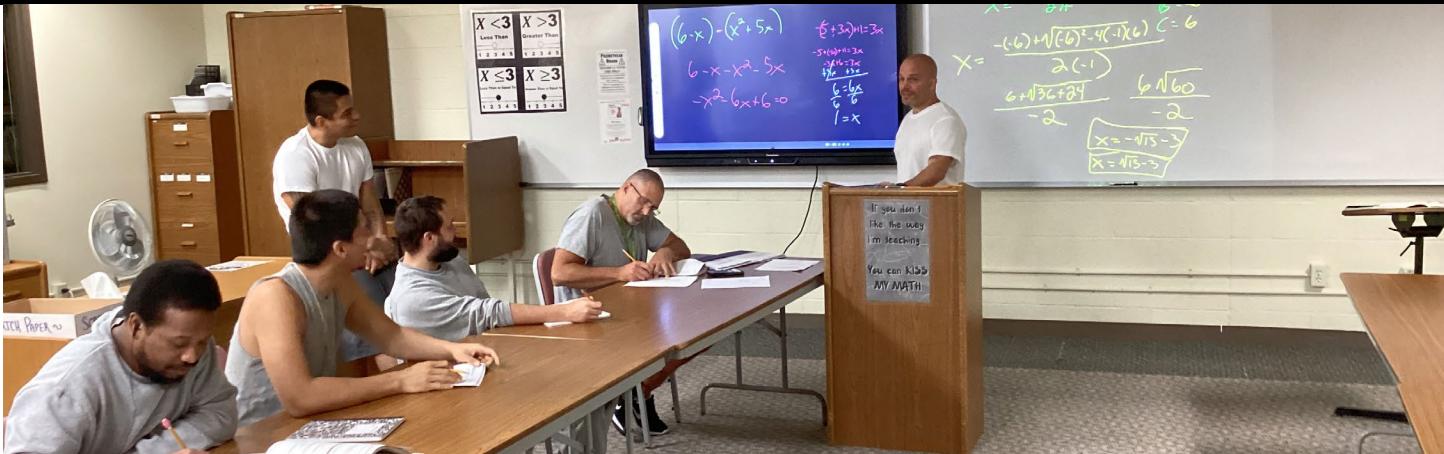
- In-person college programming started and will continue to expand with the Education department applying for and being awarded a BJA Second Chance Act grant for \$695,000.00

### Accomplishments:

- GED Success Rate was 93.5% in 2023-2024 and 92.5% 2024-2025. State goal is 90%. DOCR is above the state goal and the state average.
- Commercial Driver License training partnership with BSC and Veritas was extremely successful. 15 people earned their CDL license.
- 25 people were Crane and Rigging certified.
- The post-secondary partnership with Ashland University continues. 10 AA degrees and 3 BA degrees. Valley City State University kicked off its first classes in JRCC in January 2025.
- Over 609 work based training certifications were completed.
- One resident certified in AutoCAD.
- 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.
- Science of Reading-based training for reading remediation and reading strategies was expanded to all teachers.
- Successful education field trips from YCC, MRCC and HRCC.
- The Last Mile program at NDSP graduated 4 students to complete the full 1 year course consisting of Web Development Fundamentals and MERN (Mongo-Express-React-Node). 18 others completed one semester.

### Statistics:

- Department of Juvenile Services
  - Youth Correctional Center (served 152 students; 143 boys and 9 girls)
    - 9 GED graduates
    - 9 High School Diploma
    - 141 Total High School Credits earned
  - Approximately 35% of YCC students have special education needs
  - 21 of 176 ND School Districts were served by YCC



- Department of Adult Services
  - Served 1,167 students
    - 171 GED Graduates from 19 to 59 years old
    - Average Age: 28
    - Average hours in class: 196
    - 966 GED tests given
    - 488 Civics tests passed
    - 377 students made education level gains in math or reading
- DOCR has a 93% pass rate. We are consistently in the top 5 performing states in the country.

### Concerns:

- 32% of people entering prison do not have a High School diploma or GED. Classrooms are full and many learners need reading remediation ahead of being ready for GED testing.

### Next Steps:

- Workforce Development Partnerships within the community for certification and credentialing.
- Continued expansion of PEP
- Development of more robust EL services

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



# BEHAVIORAL HEALTH

The North Dakota Department of Corrections and Rehabilitation (ND DOCR) continues its mission of transforming lives, influencing change, and strengthening community through the dedicated work of the Behavioral Health Division. Across every facility, staff deliver evidence-based, trauma-informed services that help residents build insight, develop skills, and prepare for healthy reentry into their communities.

Every person entering the DOCR system receives a comprehensive assessment to identify mental health, substance use, and behavioral needs. These assessments guide individualized treatment plans and ensure that programming targets the factors most related to reoffending and personal stability. Licensed clinicians, addiction counselors, and behavioral health specialists use proven tools such as the Level of Service Inventory—Revised and the Addiction Severity Index to match residents to appropriate treatment. Specialized psychological assessments also provide clarity on learning, cognitive, and emotional functioning to support targeted interventions.

The Behavioral Health Division delivers a wide range of evidence-based programming designed to help residents build the skills needed for lasting change. Core services such as Thinking for a Change, Cognitive Behavioral Interventions for Substance Abuse, Conflict Resolution, New Pathways to Healthy Relationships, and the Sex Offender Treatment Program help participants recognize harmful thought patterns, strengthen emotional regulation, and practice problem-solving and communication skills. Through Advanced Practices, residents apply what they've learned in real-world scenarios, gaining confidence in their ability to make healthy choices and manage challenges.

At the Dakota Women's Correctional and Rehabilitation Center and the newly added Heart River Correctional Center, gender-responsive and trauma-informed programming continues to grow. Groups such as Responsive Risk Reduction for Women, Beyond Trauma, Seeking Safety, and Moving On provide safe and supportive spaces for women to address trauma, rebuild relationships, and develop coping skills that promote stability and success both inside the facility and after release. Expanding these services to HRCC marks an important step forward in providing equitable care that meets the distinct needs of women.

## Statewide Growth and Innovation

Over the past biennium, the Behavioral Health Division expanded its programs and partnerships despite workforce challenges and growing mental health needs. Staff demonstrated extraordinary dedication—maintaining full programming, supporting one another across sites, and developing new approaches to care.

Peer support continues to grow statewide, with additional peer specialists trained and certified to serve as mentors and recovery advocates. These residents help foster a positive culture of accountability and encouragement, both within facilities and as they transition into the community.

This biennium also marked the department's participation in national research on trauma-focused treatment through the Cognitive Processing Therapy (CPT) study conducted at the North Dakota State Penitentiary and Heart River Correctional Center. The project, led by researchers from the University of Arkansas for Medical Sciences and supported by the National Institute on Drug Abuse, examines the effectiveness of trauma treatment for incarcerated populations. By participating in this study, the DOCR is contributing to broader understanding and innovation in correctional behavioral health care.

# BEHAVIORAL HEALTH

The Division also strengthened connections with North Dakota universities, hosting practicum and doctoral trainees from the University of Jamestown, University of Mary, University of North Dakota, Liberty University, and Capella University. These partnerships help prepare future professionals for work in correctional behavioral health and ensure a pipeline of skilled providers for the state's future.

## **North Dakota State Penitentiary**

At the North Dakota State Penitentiary, the Behavioral Health team continued to expand services while celebrating key professional achievements. Lisa Severson and Amy Ingersoll earned their Licensed Clinical Social Worker credentials, and Tessa Rath became a Licensed Addiction Counselor—strengthening the team's clinical capacity.

NDSP introduced Seeking Safety, a trauma-informed curriculum addressing both addiction and post-traumatic stress, and continued its role in the a pilot program, comparing Cognitive Processing Therapy (CPT) in group versus workbook formats. NDSP is currently on its second study cohort, contributing to national understanding of trauma treatment in correctional settings.

Peer support remains central to the culture of recovery at NDSP. This biennium, a new group of peer support specialists completed training and celebrated their graduation—an important step in empowering residents to take leadership roles in their own recovery and to support others in theirs.

## **James River Correctional Center**

The Behavioral Health team at JRCC demonstrated remarkable perseverance and teamwork. Despite prolonged staff vacancies, the team maintained all programming and even doubled certain treatment groups to meet resident needs. Their collective commitment allowed JRCC to stay ahead on service delivery and maintain treatment timelines for residents across multiple security levels.

JRCC also achieved a flawless licensure review with no corrections, a significant accomplishment that highlights the professionalism and high standards of the staff. The reviewer specifically commended the department's organization, thorough documentation, and visible commitment to quality care.

Collaboration continues to define JRCC's success—staff regularly consult with one another, share ideas across disciplines, and provide mutual support that strengthens morale and outcomes alike.

## **Heart River Correctional Center**

At HRCC, reentry readiness and trauma-informed care remain top priorities. Residents actively participate in monthly career readiness classes through Job Service North Dakota, with nearly 70% of those releasing completing the program before transition. Many are also referred to the Job Placement Pilot Program (JP3), connecting them directly with employment opportunities in the Bismarck and Fargo areas.

HRCC strengthened its partnership with Vocational Rehabilitation, referring residents statewide for pre-release intakes and employment planning. Residents also attended job fairs and hands-on "Demo Day" events, building confidence and exposure to real-world opportunities. New computers in the cottages now provide access to educational and job-search tools that support long-term success after release.

# BEHAVIORAL HEALTH

Programming at HRCC continues to expand, with the addition of Seeking Safety 2.1 for trauma-focused substance use treatment, Within My Reach for relationship skills, and Reentry Ready—a life-skills group developed by a doctoral-level occupational therapy intern. Supplemental groups such as Positive Psychology, Dialectical Behavior Therapy Skills, Helping Women Recover, Beyond Violence, and Cognitive Processing Therapy support emotional growth and self-regulation.

Technology enhancements at HRCC have expanded access to opportunity. Computers were added to residential cottages, allowing residents to research employment and educational options, complete interest inventories, and build resumes—creating new pathways to success after release.

HRCC also pioneered pre-release mental health coordination, ensuring residents with significant mental health needs complete intake appointments with human service centers before release. Six staff completed CPT training, positioning HRCC to fully implement this evidence-based trauma intervention in the next biennium.

## **Missouri River Correctional Center**

The Missouri River Correctional Center serves as a minimum-custody facility focused on preparing residents for successful reintegration into the community. MRCC emphasizes a rehabilitative and humane approach by providing structured programming, vocational training, behavioral health services, and pro-social opportunities that promote personal growth and accountability. Through evidence-based practices and strong community partnerships, MRCC plays a vital role in transforming lives, reducing recidivism, and enhancing public safety across North Dakota.

The MRCC Behavioral Health team has seen significant growth and innovation over the past two years. Staff continue to expand access to treatment, strengthen community partnerships, and promote staff and resident development. Residents actively participated in multiple levels of substance use programming, Thinking for a Change, Pathways to Healthy Relationships, and Conflict Resolution. During the biennium, staff completed Sex Offender Assessments and Addiction Severity Index evaluations, ensuring individualized care planning and referral to appropriate treatment services.

A major milestone was the creation of a dedicated treatment unit, which brought group rooms and offices together under one roof, improving collaboration, accessibility, and coordination of services. MRCC also expanded community-based treatment by transporting residents to the STAND program, allowing those recommended for sex offender treatment to begin therapy before release. This bridge between institutional and community services enhances continuity of care and supports long-term recovery.

Staff development remained a priority. Six team members received specialized training on the CBIS-UA manual, strengthening internal clinical skills and treatment fidelity. MRCC also extended behavioral health programming to county jails, offering substance use and cognitive-behavioral interventions to individuals housed outside the facility. To further ensure access, MRCC partnered with other DOCR facilities to provide telehealth therapy, guaranteeing continuity of mental health care when in-person sessions were limited.

# BEHAVIORAL HEALTH

Community engagement is a hallmark of MRCC's rehabilitative approach. Residents in Level 2.1 programming participated in Alcoholics Anonymous, volunteered at the Dream Center food pantry, and joined mindfulness and yoga sessions led by community members. Staff and residents also worked side-by-side through the GABR Team, promoting teamwork, mutual respect, and positive culture within the facility. Each year, MRCC residents and staff volunteer together for the Dakota Zoo's Day of Caring, demonstrating the department's continued commitment to service and restorative justice.

Behavioral Health staff also strengthened professional collaboration and visibility. Team members attended the North Dakota Behavioral Health Conference and Recovery Reinvented, hosted University of Mary criminal justice students for tours and learning sessions, and presented to local schools and youth centers to share real stories of rehabilitation and recovery. One MRCC staff member was invited to speak at the Behavioral Health Conference in Dickinson, where his presentation received exceptional feedback for authenticity and impact.

Partnerships have expanded statewide. In collaboration with DHHS, MRCC hosted the first resident peer support training, empowering participants to provide mutual support and mentorship among their peers. Monthly Medication-Assisted Treatment (MAT) education sessions led by Dr. Gravning provide residents with information on opioid use disorder treatment options and encourage evidence-based recovery planning. In addition, a Resource Fair brought together more than 25 agencies from across North Dakota, giving residents direct access to reentry supports, employment programs, and housing resources.

The MRCC team continues to give back professionally as well. One addiction counselor facilitated a trainee support group for interns in the Missouri Valley Counselor Training Consortium, helping guide the next generation of addiction professionals and strengthening the behavioral health workforce statewide.

Looking ahead, MRCC remains focused on advancing person-centered care, expanding access to evidence-based programming, and deepening community partnerships that support residents' long-term success. The facility's commitment to rehabilitation and public safety stands as a strong reflection of the DOCR's mission to transform lives, influence change, and strengthen community.

## Statewide Growth and Innovation

Across all sites, maintaining program fidelity and quality assurance remains a priority. Supervisors regularly observe groups, provide feedback, and ensure adherence to evidence-based curricula. The Division also conducts formal evaluations using national standards to verify that programs align with proven principles of risk reduction, responsibility, and effective intervention.

The past two years have underscored the challenges facing behavioral health in correctional settings: rising mental health needs, limited workforce availability, and the increasing complexity of cases. Yet they have also revealed the extraordinary resilience of staff and residents alike. Every day, clinicians, counselors, and peer supporters demonstrate what it means to meet people where they are—with professionalism, empathy, and an unwavering belief in the possibility of change.

# BEHAVIORAL HEALTH

Behind every program is a team of approximately forty dedicated behavioral health providers—unlicensed trainees, licensed counselors, social workers, and independently licensed clinicians—who bring compassion, skill, and professionalism to their work. Despite a statewide shortage of licensed providers, these teams consistently meet residents' needs with creativity and care.

## Looking Forward

The past two years have underscored both challenge and resilience. Resident needs have grown more complex, but so too has the Division's capacity to respond—with trauma-informed, evidence-based care and a spirit of collaboration that defines the ND DOCR.

The Behavioral Health Division extends sincere gratitude to the staff who carry out this mission and to the residents who commit themselves to change. Guided by our vision of healthy and productive neighbors, a safe North Dakota, we remain dedicated to transforming lives, influencing change, and strengthening community for years to come.

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

# TRANSITIONAL PLANNING SERVICES

The staff is comprised of a Transitional Planning Services Program Manager, who also serves as the clerk to the North Dakota Parole Board, a Senior Parole Specialist, a Classification and Transportation Manager, an Intensive Transition Program Coordinator, a Legal Records Manager, five Corrections Agents, one Administrative Assistant, and four Transportation Officers. Many of the staff members are certified correctional officers and four are licensed peace officers in North Dakota.

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

**Managing Community Supervision Violations**

**Transportation and Movement**

**Transition and Release Planning**

**Appraisal**

**Pardon Advisory Board**

**Legal Records**

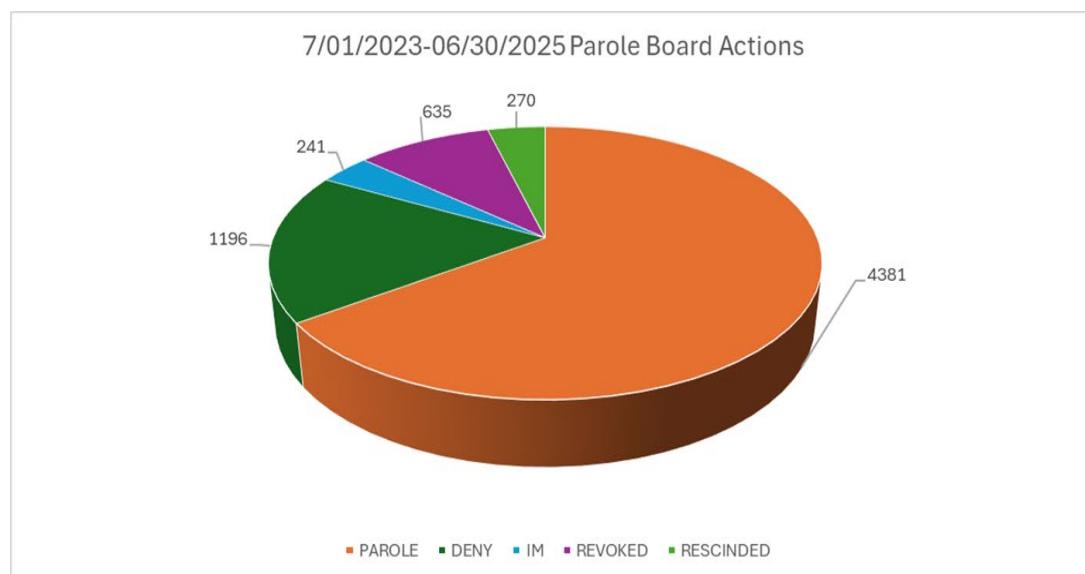
**ND Parole Board**

**Classification for Men**

## 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. A Parole Board Meeting is held each month, with an additional Full Board Meeting held once a year.

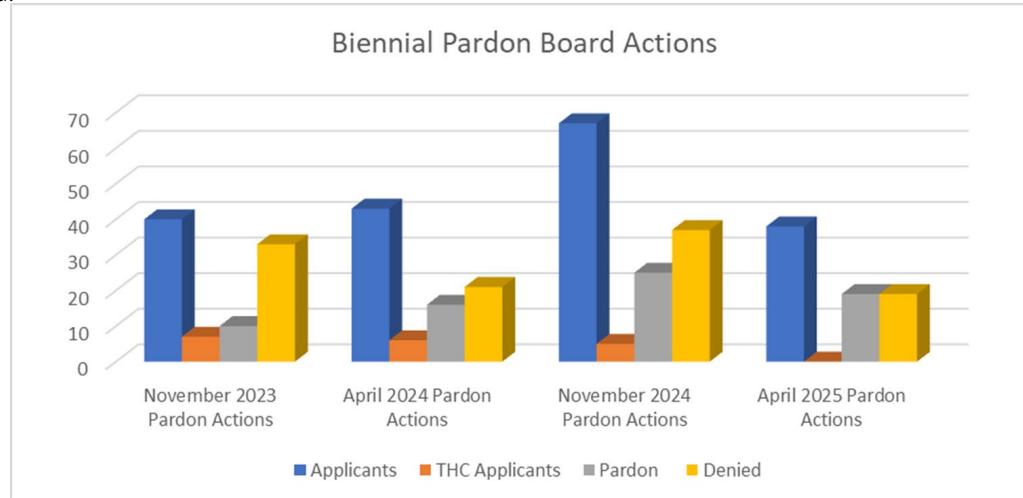
Transitional Planning Services is the administrative arm of the North Dakota Parole Board. Currently, the Transitional Planning Services Program Manager serves as the clerk to the board. Transitional Planning Services is responsible for managing the parole board docket, preparing and gathering documentation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



# TRANSITIONAL PLANNING SERVICES

## Pardon Advisory Board

The Pardon Advisory Board meets every April and November. They review pardon applications from the previous six months, and offer recommendations to the Governor to grant a pardon or deny a pardon. The chart below indicates the number of applicants, the number of pardons, the number of pardons that were denied and the pardons applications that were THC related.



## 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 more efficiently manage our population and resources. 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 Levels of Service Inventory Revised (LSI-R) hybrid appraisal.

# TRANSITIONAL PLANNING SERVICES

## 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.

Currently to date this biennium, the division completed 2,975 sentencing reports. Of the 2,975 reports, contract staff completed 2,200 appraisals.

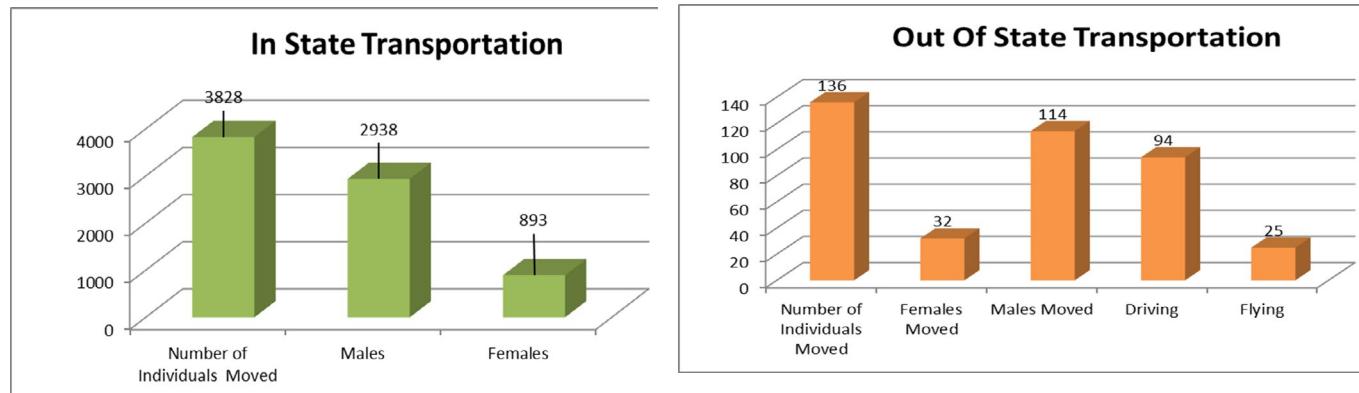
The DOCR has the responsibility to assure it executes lawful sentences to the DOCR as well as a legal and ethical duty to uphold the law and work with state's attorneys and courts to correct illegal sentences. The TPS Legal Records team, consisting of seven FTEs, a manager, six FTE's and one Temporary employee, is assigned this duty. From June 30, 2023 to July 1, 2025, Legal Records' staff processed:

- Discharges = 2780
- Notifications of pending cases, active warrants, & detainers = 2523
- Uniform Mandatory Disposition of Detainers & Interstate Agreement on Detainers ("Fast & Speedy" requests) = 537
- Interstate Compacts = 139
- Judgments sent back to court due to:
  - Illegal sentence of imprisonment = 67
  - Illegal term of probation ordered = 58
  - Needing clarification = 129

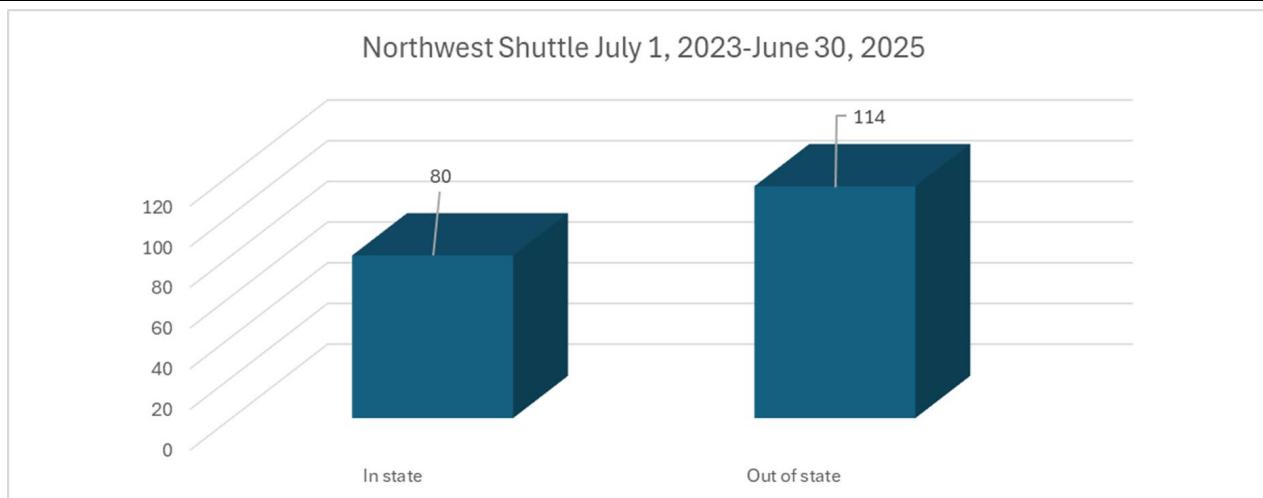
In July 2021 the DOCR implemented an online booking process. This allows the county stakeholder to select the date and time of a newly sentenced person to the DOCR. This new online process eliminated strings of email chains and improved the efficiency of the process and allows for the sharing of information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

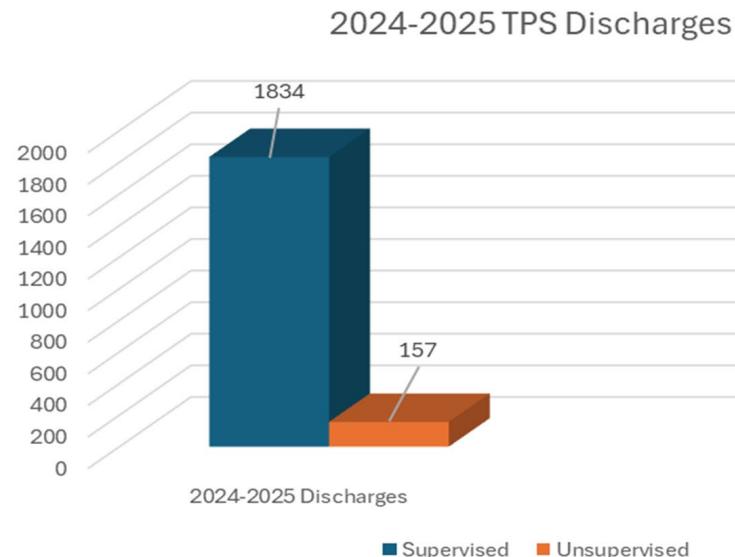


# TRANSITIONAL PLANNING SERVICES

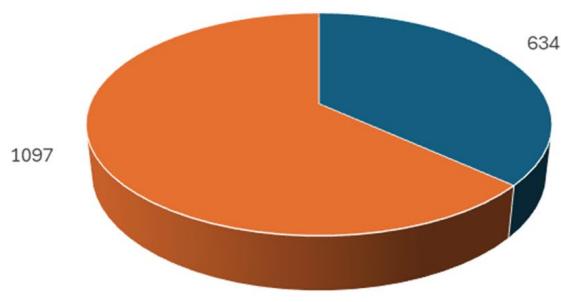


## Transition & Release Planning

Transitional Planning Services is also responsible for the release of inmates. For parolee's parole plan is created with the resident and their Case Manager and it is referred to Parole and Probation for investigation. Upon completion of the investigation, the parole plan is retained for the Parole Board to consider when making their decision to release that individual. For probationers Transitional Planning Services acts as a liaison between the institutional staff and the field staff to ensure residents releasing to probation have clear reporting instructions. The graph to the right shows a small number of our residents release without some form of supervision.



### Parole Releases to Housing Type



Sometimes when a parolee is unable to find a suitable residence to release to, or if they have higher needs they are released to a transitional facility, or in rare instances to the North Dakota State Hospital, the graphic to the left shows a comparison of residents releasing to a community resident vs to a DOCR subsidized form of housing.

## Managing Community Violations

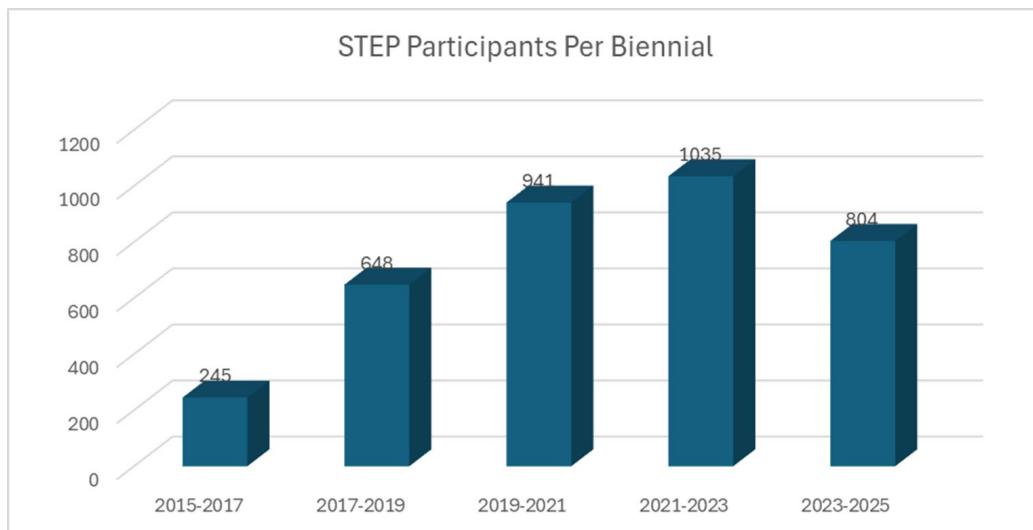
From July 1, 2023– June 31, 2025 the Intensive Transition Program Coordinator teamed up with the Parole and Probation staff to conduct 1717 case reviews.

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.

# TRANSITIONAL PLANNING SERVICES

## 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.



# PAROLE, PROBATION, & PRETRIAL SERVICES

The North Dakota Department of Corrections and Rehabilitation – Parole, Probation & Pretrial Services Division delivers effective correctional supervision for adults on parole, supervised probation and pretrial in the community. The division also supervises a small number of 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 fifty-four 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 7,200 adults 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, Probation & Pretrial Services 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.



**Parole and Probation  
Division supervises  
approximately 7,200  
people in the community.**

- **5700 on probation**
- **570 on parole**
- **670 on pretrial**



# PAROLE, PROBATION, & PRETRIAL SERVICES

## General Case Management and Supervision

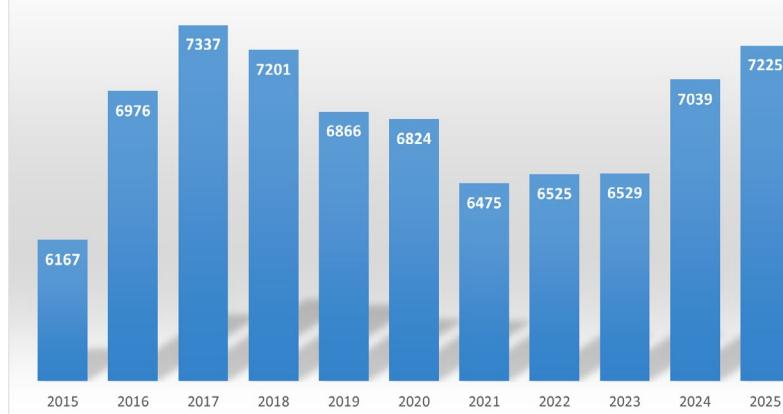
The primary goal of Parole and Probation is safety. Officers and case managers are trained in EPICS (Effective Practices In Community Supervision) to enhance skills of staff that are working with people on behavior change. The purpose of the EPICS model is to teach probation and parole officers how to 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 responsivity 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 more fully utilize officers 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 to allows the division to prioritize its time with higher risk individuals.

## Statistics

- 154 total FTE staff, 111 sworn parole and probation officers and 43 administrative support, corrections agents and corrections case managers.
- 17 district offices in the state.
- Supervise 7,225 adults as of 06/30/2025 – 5,204 men and 2,021 women Supervised 6,273 at the start of the biennium – 4,973 men and 1,868 women  
15.2% increase over the biennium. (Primarily driven by the expansion of pretrial services division.)

Adult Community Supervision Population Count



- Approximately 75 individuals on supervision for sex crimes daily that are monitored using GPS technology.
- Supervise 40-50 individuals daily with SCRAM technology (alcohol monitoring).
- Completed 423 Presentence Investigations for the courts over the biennium.
- Collected \$1,409,690 in supervision and transfer fees.

### Note:

- \* One-day count taken January 1st of each year
- \*\* 2025 one-day count taken on June 30th
- \*\*\* Population includes pretrial status individuals effective July 1, 2020

# PAROLE, PROBATION, & PRETRAIL SERVICES

## Drug Courts

Parole and Probation partners with the judiciary to operate six adult drug courts in North Dakota. 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. 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.

 D & M Industries

Posted by Kristi Lynn

Just now · 

...

Congratulations to the East Central Judicial District Drug Court for achieving its 20-year milestone. We value and take immense pride in our partnership. At D&M, we're privileged to have five Drug Court participants on our team, all of whom are thriving in their journey of sobriety. It's truly remarkable to witness their growth, and their happiness is evident to all.



In fall 2023 North Dakota was awarded a four-year \$2.5 million grant to improve drug court outcomes. The goals of the funding are to provide each drug court with a full time temporary coordinator, improve data collection, implement a mobile app, promote best practices throughout the state, conduct a cost-benefit analysis of drug court programs, contract for defense counsel to represent participants, conduct an effectiveness study, and support team members' participation in training opportunities.

## 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 has doubled to an average of about 750 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.

# PAROLE, PROBATION, & PRETRIAL SERVICES

## Staff Development



Parole and Probation is committed to providing our staff the training and tools to improve knowledge and skills in order 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.



The department was selected by the National Institute of Corrections for emerging leaders to take part in the Leadership Learning Lab. The nine-month course taught leadership, management, and other skills needed to advance their careers. The course was capped off with a conference and teams working on a capstone project that they implemented in their respective areas.



# PAROLE, PROBATION, & PRETRIAL SERVICES

## 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 33.4%. This compares to 31.3% for the 2021-2023 biennium.

Data-Drive Decisions: The division has made significant improvements in the Docstars client management system. In collaboration with the ND Information Technology Department (NDIT) the division implemented improvements in workflow, separate pretrial supervision from post-conviction, sex offender assessment and data collection, violation tracking, administrative functions, demographics.

The division completed the work from the \$1 million grant and our partnership with Recidiviz to improve workflow and monitoring of early terminations from supervision when appropriate. As well, the division started a project with Recidiviz to provide data-driven sentencing recommendations to district courts in presentence investigations.

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 to full time. 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 continues to be growth in the pretrial supervision population. On July 1, 2023 there were 568 defendants supervised and on June 30, 2025 there were 667 defendants (increase of 17.4%). Pretrial services provides 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.

# PAROLE, PROBATION, & PRETRIAL SERVICES

**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 as a way to promote a healthy lifestyle.

**Rally for Recovery-** Staff in Grand Forks participated in a 5K walk/run to support those who are in recovery from substance use addiction.

**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 back to school and Christmas shopping opportunity for kids who would go without if not for the efforts of the program.



**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.

**First Responder Toy & Food Drive-** Partnership with North Dakota Highway Patrol and Walmart each year to collect toys and food for families in need.

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



# PAROLE, PROBATION, & PRETRIAL SERVICES



**Honor Guard-** The department's Honor Guard participates in a number of events each year and the members give of themselves in many ways.

**Career Day-** Staff throughout the state are invited into local schools to talk to students about a career as a parole/probation officer.

## Enforcement

Our staff engage in enforcement and safety operations when the necessity arises. Enforcement activities include conducting searches and seizure and locating and arresting individuals with warrants or those that are actively committing a criminal act. During the biennium parole and probation officers conducted 787 searches of adults under supervision and confiscated 75 firearms and 401 edged weapons from people prohibited from possessing them. Additionally, officers confiscated other prohibited items such as drugs, drug paraphernalia, sexually explicit prohibited materials, and ammunition. Below in Figure 1 is a picture of methamphetamine packaged for delivery. Figure 2 shows a semi-automatic rifle. Figure 3 multiple fentanyl pills that a supervised adult tried to flush down the toilet. Figure 4 is a firearm and other dangerous weapons. All items were found by parole/probation officers during enforcement operations.



## Successes

### Information, Data, Technology & Communication

- Ongoing upgrades of the DOCSTARS system, which is the division's information management system.
- Staff engaged in client and department meetings using platforms such as Teams, Zoom & FaceTime.
- Ongoing work with Recidiviz to develop data dashboards, PSI tool, and workflow improvements.

### Legislative

- The 2023 Legislature passed HB 1183 that extended the Public safety Retirement plan to state-level peace officers, including sworn parole/probation officers.
- The 2025 Legislature passed HB 1030 changing "drug court" to "treatment court" and HB 1347 clarifying roles and responsibilities of agencies working with treatment courts.
- The 2025 Legislature passed HB 1417 eliminating the authority of district courts to order adults under supervision to pay supervision fees. Supervision fees have been described by one legislator as "chasing dimes to collect nickels" as many adults under supervision struggle financially. The fee had been \$55.00 per month. As well, the legislature appropriated \$1.5 million dollars to make up for the cost of the elimination of those fees.

# PAROLE, PROBATION, & PRETRIAL SERVICES

## Collaboration

- Worked ND State Court Administration and district to select pretrial services expansion into the Northeast Judicial District.
- Utilized federal Residential Substance Abuse Treatment grants to contract with Management and Training Corporation (MTC) and Southwest Multi County Correctional Center (SWMCCC) to provide SUD Level 1 Aftercare statewide to adults on parole who have completed primary treatment in prison. This will ensure a continuum of care to support their recovery.
- Facilitated a \$2.5 million federal grant to improve drug court outcomes.
- Collaboration with the Department of Health and Human Services to focus the Tompkins Rehabilitation Center on the grounds of the ND State Hospital toward adults on supervision with serious substance use disorders.
- The division formed the Reentry Simulator Team to develop and implement a simulation of what is experienced by incarcerated individuals when they are released from prison. The Team delivered the simulation to dozens of groups including DOCR staff, legislators, college students, human services groups and the Governor's Executive Cabinet.

## Operations and Services

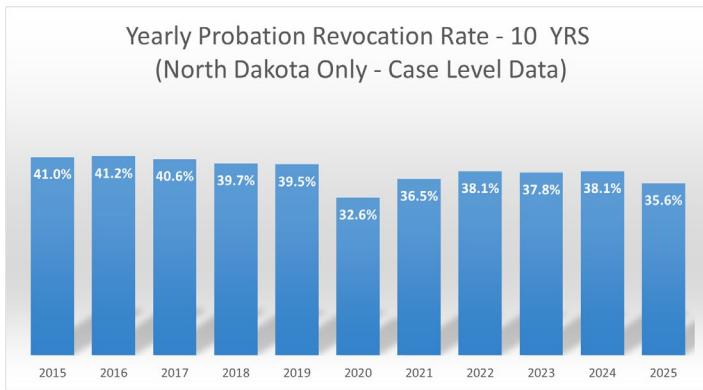
- Staff are members of the DOCR Critical Incident Response Team (CIRT). We recognize the staff that are participating in this important service to provide support for our staff when experiencing trauma.
- Seven parole officers from the Special Response Team were dispatched to Milwaukee, WI to assist with security for the Republican National Convention.



- We will have 33 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.
- The division hired Parole Officer Justin Krohmer who was a K9 handler in his previous position. This allowed the division to implement a K9 program and welcome Copper to the staff! Copper is trained in drug detection and person searches. He has worked in both the community as well as DOCR institutions and transitional facilities to detect contraband.

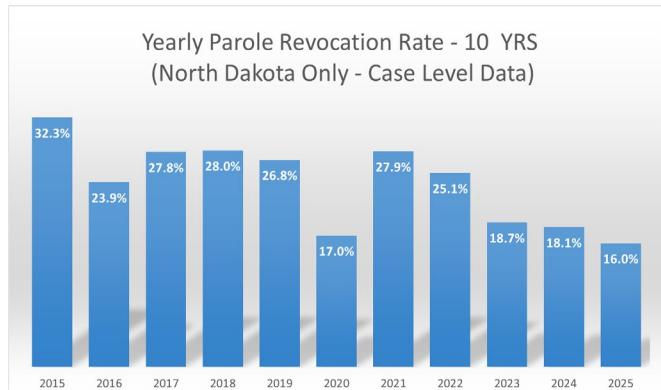


# PAROLE, PROBATION, & PRETRIAL SERVICES



\*2025 data thru June 30th

\*\*2020 data is heavily COVID impacted

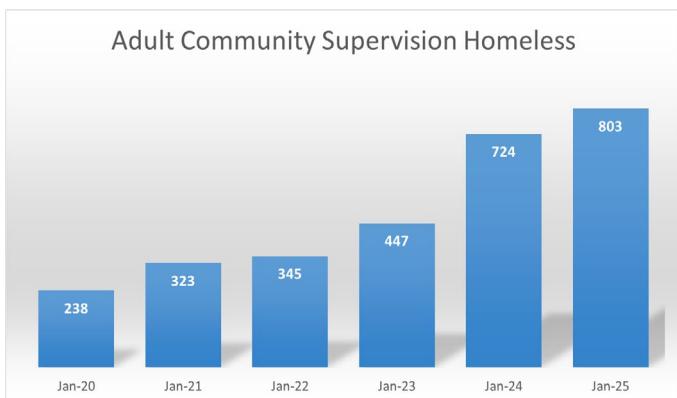


\*2025 data thru June 30th

\*\*2020 data is heavily COVID impacted

## Challenges

- Opioid use consisting of prescription narcotics, heroin and fentanyl, continues to cause 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 at an alarming rate.



- Generational poverty and a sense of hopelessness are pervasive among our Native American population and is magnified on our reservations. Finding meaningful ways to help the people on supervision is challenging.
- Improving the safety for our staff is challenging. Firearms continue to regularly be found during searches and there is a growing faction of society that has been emboldened to disregard authority and will engage in violence against law enforcement.
- Demand for specialty programs or services such as drug courts, domestic violence courts and veterans' treatment courts.

- Absconder prevention.
- Managing the stress and chaos associated with the enhanced pace of change.
- Creating meaningful pathways to innovation and collaboration.

# 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 39 staff (excluding education staff; 49 if including education 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 eight 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.



# DIVISION OF JUVENILE SERVICES

## Operations

Supervision and intensive case management – staff in 8 regional offices statewide served 255 youth and 218 young adults.

- Secure custody - Youth Correctional Center provided behavioral treatment for 141 youth and housed 68 youth during an assessment period. YCC also held 192 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 571 youth.
- Day Treatment - set standards, managed contracts and audited school based behavioral intervention programs. Day treatment classrooms supported 254 students during the biennium.
- Behavioral and family health - provided substance abuse intervention for 46 youth housed at the YCC, provided Anger Replacement training to 27 youth at YCC, and processed 139 family referrals to the Brief Strategic Family Therapy program; resulting in 464 family members served.
- Victim notification - Maintained statewide compliance with NDCC 12.1-34-12, particularly Subsections 16 and 18.
- Quality assurance - completed continuous quality assurance data collection and review process for the YCC and provided recommendations for setting goals and outcomes, investigated and debriefed 16 critical incidents regarding youth behavior, 4 Prison Rape Elimination Action reports, and completed 1 miscellaneous investigation into an incident of staff misconduct.

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:

- 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.
- Implemented McMasters Family Assessment Device (FAD) Dashboard along with Brief Strategic Family Therapy Satisfaction Survey.
- Continued from 21-23 the partnership with Juvenile Court Unit 2 to provide collaboration and technical assistance to Spirit Lake Nation through a memorandum of understanding. The collaboration with Turtle Mountain Band of Chippewa tribal juvenile courts continues to be developed with the new Leaders from the Tribe also through a memorandum of understanding. This project is designed to improve fairness and access to services for youth adjudicated delinquents in tribal court.
- Assisted with site development, advisory board development and practice expectations for two new Day Treatment sites.
- The YCC implemented two new cognitive behavioral programs; one administered by case managers (Pathways to Change) and the other by direct care staff (TruThought).
- The YCC added a perimeter fence and renovated Pine Cottage with three interior walls to increase flexibility to separate special populations.

# DIVISION OF JUVENILE SERVICES

- Introduced Securus tablets to all youth at the YCC to provide more efficient access to anonymous third-party PREA reporting and create more incentives and educational tools.
- Developed a Juvenile Corrections Officer III position to create more leadership and promotional opportunities.

## 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.

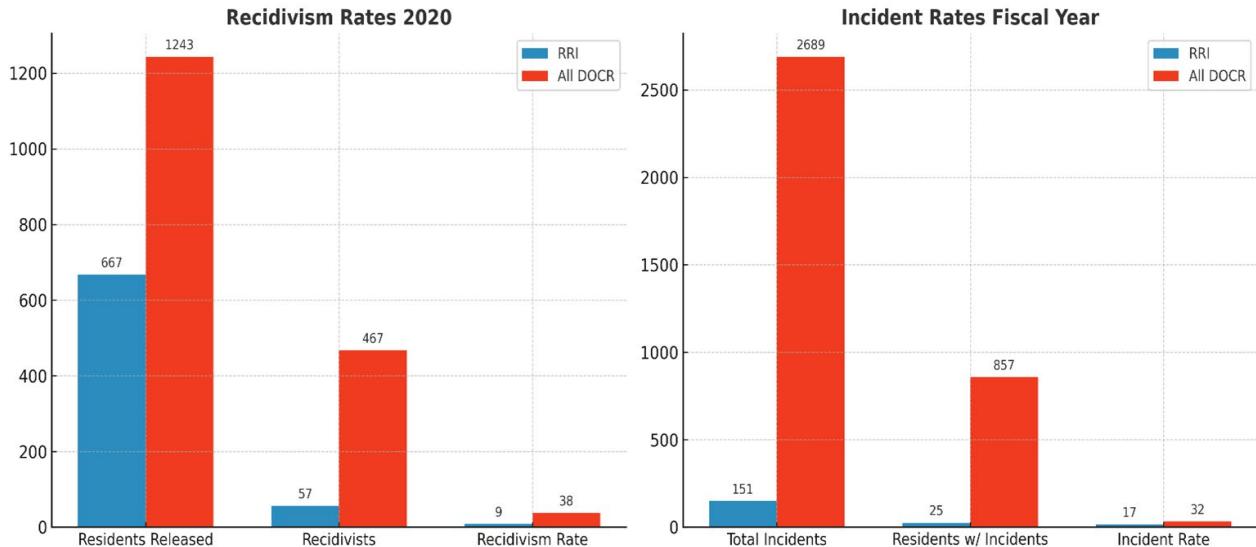
## Next Steps

- Continued collaboration with Parole and Probation statewide, including setting goals for outcomes.
- Strengthen the YCC's volunteer program to increase mentorship opportunities for youth.
- Increase data-driven decision making by creating a foundational database along with increase data collection around programming dosage.
- Build out evidence-based family therapy capacity.



# ROUGH RIDER INDUSTRIES

The Department of Corrections (DOCR) focuses on rehabilitation with the goal of helping incarcerated adults return to their communities as better neighbors upon release. A key part of being a better neighbor is maintaining stable employment. Research underscores this connection: a 2011 study of formerly incarcerated individuals found that employment is the single most important factor in reducing recidivism. In fact, recidivism rates are nearly cut in half for returning citizens with full-time jobs compared to those who are unemployed. Similarly, the National Institute of Corrections reports that 85%–89% of ex-offenders who are re-arrested are unemployed.



Rough Rider Industries (RRI) participants demonstrate significantly lower recidivism and incident rates compared to the overall DOCR population, underscoring the positive impact of structured employment and reentry opportunities.” RRI plays a vital role in preparing individuals for reentry by equipping them with employability skills necessary for long-term success. These skills include both technical training—such as welding, metal and wood fabrication, sewing, and upholstery—and soft skills, which are often harder to measure but are in even greater demand by today’s employers. RRI places strong emphasis on dependability, time management, effective communication, adaptability, and teamwork.



**Demo Days** - The North Dakota Construction Leadership Committee (NDCLC), in partnership with Knife River, hosted Demo Days on state prison lands in the Bismarck/Mandan area. Supported by local contractors and equipment dealers, the event was first launched in 2024 and returned in 2025.

Demo Days gives high school and college students—as well as women residing at the Heart River Correctional Center—the opportunity to operate heavy machinery and explore careers in the construction industry. Organizers plan to continue the event in 2026, offering youth and residents valuable hands-on experience and insight into career opportunities in construction.



# ROUGH RIDER INDUSTRIES

**RRI active in the community** - It was that spooky time of year. RRI joined law enforcement and first responders at the First Responder Trunk or Treat event held at the ND Law Enforcement Training Academy, where RRI made a spooktacular impression.



Meanwhile, the James River Correctional Center (JRCC) embraced the holiday spirit as RRI residents and staff created a "Candy Cane Lane" float for Jamestown's Holiday Dazzle Parade. Despite frigid -4° weather, our elves Melissa Kleven, Jordan Spitzer, and Deputy Warden Brandi Netolicky spread holiday cheer by handing out candy along the parade route.



RRI also celebrated the season of giving with a resident worker appreciation cookout at the North Dakota State Penitentiary. Special thanks to True North Steel's Travis Miller and Luke Richter for presenting career opportunities, company values, and skills needed to succeed at their 10 steel manufacturing sites across five states.



## New Blackout License Plate is set to make an appearance-

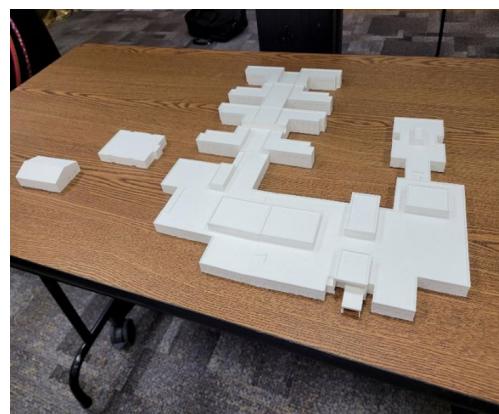
Get ready to make a statement on the road—North Dakota's new blackout license plate is here, designed and manufactured by RRI. Featuring a sleek, modern look with striking high-contrast detail, this long-awaited plate lets drivers proudly showcase their state pride in bold style. A fresh twist on tradition, it's already turning heads and generating excitement across North Dakota.



## Future New Women's Correctional Facility-

RRI's sales executive team has been collaborating closely with DOCR personnel, architects, and designers on North Dakota's new 360-bed women's correctional facility, to be built on the Youth Correctional Center campus and expected to open in fall 2027. Rough Rider Industries is proud to provide the furniture, seating, casework, and signage for this state-of-the-art facility, which officially broke ground April 2, 2025.

Pictured: The RRI team and DOCR personnel collaborating with architects on laminates, fabrics, and finishes, along with a sneak peek at the facility's model layout. RRI is proud to serve as a partner in planning and providing for this important project.



# ROUGH RIDER INDUSTRIES

**Legislative Meet & Greet-** On January 14, RRI participated in a Legislative Open House at the Bismarck Workforce Center, sponsored by ND Job Service. The event gave RRI residents the chance to engage with legislators and share how they are preparing for reentry while contributing to North Dakota's workforce solutions. Residents were especially excited to meet Governor Kelly Armstrong, who recognized and celebrated their efforts.



**New Equipment** - Big things are happening in our furniture production center! We've expanded both production capacity and hands-on learning with the addition of a second industrial CNC router. This powerful machine cuts furniture parts from sheet goods and gives program participants valuable experience with industry-relevant technology. Installing it required a full team effort and a large crane, and it's now fully operational—helping residents build skills that open doors to employment after incarceration.

Our job skills program also received a boost with a new materials-handling telehandler at the Missouri River Correctional Center weld shop. With a lift capacity of up to 9,000 pounds, it enables residents to safely move raw materials and finished products while gaining hands-on experience with heavy machinery. Every investment in equipment is an investment in people—and in safer, stronger communities.



**BSC and Autodesk** - We're excited to share a unique partnership between Rough Rider Industries (RRI) and Bismarck State College's Public Affairs department! Together, we've produced a video showcasing the impact of our correctional industries program across the prison facilities in North Dakota. This collaboration with BSC students brings a fresh perspective in telling that story. A big thank you to the talented BSC students for helping us highlight the meaningful work happening at RRI.

# ROUGH RIDER INDUSTRIES

A film crew from California visited Bismarck to feature RRI's innovative use of Autodesk software technologies – including AutoCAD and Inventor design software – in a correctional setting. The crew spent a day and a half capturing how these tools are used inside and outside the North Dakota State Penitentiary, highlighting the impact on both RRI and residents who gain valuable skills for future employment. Pictured is RRI Director Rick Gardner during his on-camera interview – making the most of his moment in the spotlight!



**RRI's First Professionally Certified AutoCAD Drafter** – After nearly 30 years of incarceration, David Sisson is preparing for release. Entering prison at just 17, David will leave at 47, having spent many of those years as Rough Rider Industries' lead CAD designer. Recently, he achieved a major milestone by earning his Autodesk AutoCAD Professional Certification—a credential widely regarded as the industry standard for architects, engineers, manufacturers, and other design professionals.

When David began working in RRI's CAD furniture design area in 2011, he had no prior computer experience. Over time, he not only mastered AutoCAD but even developed custom programs to enhance its capabilities. His certification, made possible through a partnership between DOCR Education and RRI, formally recognizes his proficiency in core concepts, tools, and functionalities within AutoCAD, including drawing techniques, modifications, annotations, layering, and 3D modeling.

David's journey exemplifies how education and vocational training in prison can reduce recidivism, foster resilience, and open doors to meaningful employment. Autodesk even created a video showcasing his work and the impact of RRI's program. Looking ahead, David hopes to serve as a role model for others and transition into a full-time role with RRI, applying his experience to benefit the organization, the state of North Dakota, and fellow residents striving for a better future.



# ROUGH RIDER INDUSTRIES

**RRI provides second chance work opportunities** - RRI's first-ever second chance hire occurred in March 2021 with Chris, a resident who excelled in the RRI job skills training program. He became the first resident lead on the production floor, overseeing materials inventory, production flow, and quality assurance. Upon completing his sentence, Chris was offered a full-time role as RRI's inventory and pricing coordinator. More than four years later, he remains a valued team member, owns his own home, and purchased his first new vehicle.

When Mano Gonzalez was transferred to North Dakota over 20 years ago, he had no idea it would transform his life. Serving a life sentence with the possibility of parole, he joined Rough Rider Industries where he developed skills from welding to CAD design and CNC operation while rebuilding his life.

After decades of dedication, Gonzalez earned parole and returned to RRI as a welding supervisor, mentoring the very men he once worked alongside. "Invest in yourself while you're here, and opportunities will come," he says.

Nearly a year and a half after his release, Gonzalez is thriving. Married, saving for a home, and now working with a contractor, he is living proof that second chances can lead to lasting success.

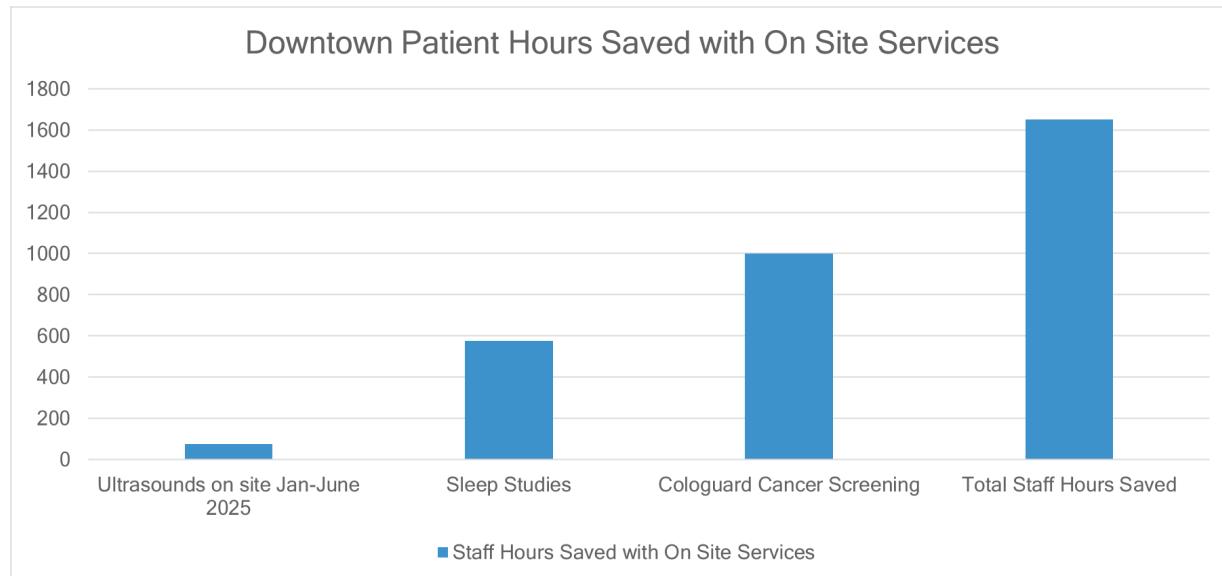
RRI is proud to retain the talented staff it helps develop. Below, Director Rick Gardner welcomes Mano Gonzalez to the team. Also pictured, RRI team member, Chris Clawson showcases his first new car.



RRI was proud to present at the West Central Wardens & Superintendents Association conference in Bismarck in September 2024. The team shared their experience as the North Dakota DOCR's first second chance employer, with former resident Chris providing a firsthand account of how the opportunity supported his reentry journey. The three-day conference included wardens, deputy wardens, and superintendents from Minnesota, Iowa, Kansas, Wisconsin, and Indiana.



# MEDICAL SERVICES



## Colon Cancer Screening

- 129 tests completed
- Would have required 1,000 hours for downtown runs
- Would be 2,000 hours for maximum security patient
- Patients don't want to prep for a colonoscopy in prison

## On Site Ultrasound

- 25 studies first half of 2025
- Saved 75 staff hours downtown
- Patients don't want to dress out for a short run

## Chronic Hepatitis C

- Treated and cured 310 residents
- We treat and cure more hep C than any healthcare system in ND
- Now treating everyone diagnosed on admission
- Decreased incidence on admission from 18% to about 10%

## Sleep Studies

- 36 studies performed
- Saved more than 575 hours downtown for sleep testing and CPAP fitting for a single officer

CUTTING DOWNTOWN RUNS = IMPROVED PUBLIC SAFETY

## Syphilis

- Cases increased by 1,865% from 2020 to 2022
- Universal testing on intake started in April 2024
- 200 cases identified in ND in 2023
- We have identified and treated 62 cases
- Our testing resulted in Burleigh County having the highest number of cases

# MEDICAL SERVICES

## Other Testing

Approximately 150 new intakes monthly

All are tested for:

- Syphilis
- Hepatitis C
- Gonorrhea
- Chlamydia
- HIV

Test positive? Get treated!

## Dental

- 16,843 procedures
- 1,517 intake exams
- \$2,028,823.00 value!

## Pharmacy

- 340b medication pricing saves about \$6M per year!
- Expanded need required with addition of another tech and pharmacist
- Filling prescriptions at all facilities, including overflow
- 145,141 prescriptions filled = more than 6,000 per month!



# 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, Mandan; 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 740 work orders issued each month, and the work could be in any one of the 70 buildings that make up the Physical Plant of the DOCR. 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

- The existing energy management control system was upgraded to a newer version that is supported.
- A massive portion of the facilities condensate return line for the facility steam system was replaced as that section of pipe was in extremely poor condition and leaking daily.
- New desks were mounted on the walls of the West Unit as existing desks were in poor condition creating safety & contraband concerns.
- New motor operators were added to RRI gates #3, #4, & #5 as the existing operators were failing.
- The air handling unit to the laundry building was replaced as the existing one failed.
- The fire alarm panel in the RRI Warehouse Building was replaced as the old one had failed.
- ADA compliant locks were placed throughout the NDSP Education Department
- The wastewater lift station serving the entire facility grounds as well as some Game & Fish property was completely replaced and the old station demolished.
- The fire alarm panel serving the Medium Transition Unit (MTU) was replaced
- The Motor Control Centers serving the Kitchen & Training areas was replaced.
- All main service electrical gear was replaced in RRI Buildings A, B, & C.
- The air handling unit to the Medium Transition Unit was replaced and the controls were upgraded.
- All exterior windows were replaced on the Medium Transition Unit

# PHYSICAL PLANT SERVICES

## MRCC

- The pumps for wastewater lift station were replaced, and an engineering study of this lift station was completed to determine if its capacity would handle the additional beds for the upcoming 25-27 mancamp project.
- Numerous repairs were completed in the main building to include a new control center
- The existing well pump house building was re-modeled into office space
- The roof was replaced on the Laundry Building
- Four outbuildings received new shingled roofs.
- All showers in the main building were completely demolished and re-built to include energy saving fixtures
- A heat rejection unit was added to the Geothermal Well Field serving the main building
- A body scanner was added to the main building allowing all inmates to be scanned at various intervals increasing security.
- An industrial washer & dryer were added to the Laundry Building increasing capacity and drastically reducing repairs.

## JRCC

- A new maintenance shop was constructed, and the old one has been scheduled for demolition.
- A large amount of building automation was added to the ET Building allowing us to better control temperatures and improve energy efficiency
- The steam water heater was replaced in the James River Minimum Unit Building
- Over 800 steam traps were replaced throughout the facility improving the heating system and increasing energy efficiency
- The Special Attention Unit Shower area was completely re-tiled.
- Concrete at the front gate area and leading to the RRI Building was replaced.
- Misc fencing repairs were completed on the main security fence
- Air Ionization units were installed in all JRCC Buildings throughout the facility.
- The roofs on the Kitchen & Education Buildings were completely replaced.
- The following elevators at the facility underwent major repairs: ET Freight Elevator, ET Pedestrian Elevator, Central Receiving Elevator, Kitchen Freight Elevator.
- We replaced both washing machines at the JRCC and these machines wash all clothing for the JRCC & NDSH.

## YCC/ HRCC

- A large fence was placed around Pine, Centennial, and Brown Cottages allowing for youth to be separated from the minimum custody female population while recreating outside.
- Completed replacement of all facility steam traps.
- The facility heating plant generator was re-powered.
- All facility fire alarm panels were replaced.
- The steam line to the facility swimming pool was replaced.
- All remaining asbestos was abated from Devine Hall preparing the building for demolition.
- All sprinkler heads in Brown Cottage were replaced.
- A wall was constructed in Pine Cottage separating the building areas allowing for the separation of youth offenders.
- BEK communications fiber optic cable was relocated on the property due to the new Women's Facility being constructed.
- Major exterior repairs were completed on the EFIS of Pine Cottage & Gymnasium Buildings.
- Gate operators and locking mechanisms were installed on the YCC Recreation/Security Fence

# PHYSICAL PLANT SERVICES

## 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

- Many buildings currently at the facility are way past their useful life. These buildings have outdated electrical gear, sewer and water systems in critical condition, and in need of roofing & window replacements. All of these buildings also contain large amounts of asbestos. A comprehensive study of the facility is needed especially with the construction of the new state hospital building which is underway.
- The old Maintenance Building has been vacated and in need of asbestos abatement & demolition.
- 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

- All heating & cooling pumps in the main building are at end of life and in need of complete replacement
- The Transitional Housing Unit is approximately 11 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.
- The facility is currently at capacity and in drastic need of bedspace & staff office space to deal with prison overcrowding. A mancamp facility has been funded to help offset this problem.
- The kitchen building is in extremely poor condition and needs to be replaced. This building has foundation issues, mechanical issues, roofing issues, and is vastly undersized for the amount of inmates at the facility.
- Many buildings such as the ICAP, Library, Education, and Recreation Buildings are all in excess of 70 years old and in drastic need of replacement.
- A large amount of deadfall has become an issue around the facility posing a potential fire hazard for the facility and the surrounding Bismarck area.
- An additional industrial washing machine and dryers are needed as the facility population will be drastically increasing in the upcoming biennium due to the mancamp project.

### 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. This work will be completed in the upcoming 25-27 biennium.
- The windows in the West Unit Building are original from 1960 and in dire need of replacement as the current ones pose security & energy concerns.
- 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. This tank will be replaced in the upcoming 25-27 biennium.

# PHYSICAL PLANT SERVICES

- The windows and furnishings of the NDSP South & North Units are original to the buildings built in 1989 & 1990. Many furnishings have begun to deteriorate and are posing safety & contraband issues requiring replacement.

## 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. This will be replaced in the upcoming 25-27 biennium.
- The school building electrical service is in excess of 65 years of age and in need of complete replacement.
- The sewer line serving the facility MotorPool Building has collapsed and is in need of replacement.
- The sewer system in Hickory Cottage is 72 years of age and in dire need of replacement in order to allow continued occupancy of the building.
- Devine Hall has been vacant since 1991 and needs to be demolished.
- The air handling unit and air conditioning units in Brown Cottage are at end of life and in need of replacement.
- Many of the air conditioning units in the school building are window air conditioning units. These units are highly inefficient and many are at the end of their useful life. Replacing these units to a heat pump style unit would drastically improve energy efficiency and would require less use of the facilities steam heating system.
- The South Entrance Road is beginning to deteriorate and will be in need of replacement after the Women's Facility is completed due to heavy construction traffic during the project.



# FACILITY OPERATIONS

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.

## Gardens

JRCC, NDSP and MRCC planted and harvested vegetable gardens during the 2023-2025 planting seasons. Seeds were donated by 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 Cafe are a few of the organizations receiving 100% of the produce harvested.



## 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, MRCC, 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 2023-2025 biennium, the DOCR maintained full compliance with the requirements of the Prison Rape Elimination Act (PREA) of 2003.

## Community Resource Fairs

Community Resource Fairs have become an integral component to strengthen successful reentry by connecting residents with essential community support. These events reflect the strong commitment of our local partners to walk alongside individuals as they prepare for transition back into the community.

Each fair served approximately 100 residents with upcoming release or parole review dates within the next 6–7 months. A total of 35 community partners participated, demonstrating a significant level of engagement and support from organizations dedicated to reentry success. The purpose remains simple but impactful: ensuring residents have direct access to information and resources that promote stability and success after release.

Through these fairs, residents can meet face-to-face with community partners, ask personalized questions related to housing, employment, treatment, and support services, and build meaningful connections that will continue beyond incarceration.

By focusing on individuals nearing release, the Resource Fairs support individualized reentry planning and equip residents with the tools, contacts, and confidence needed for a successful transition. These events continue to be a cornerstone of NDSP's reentry efforts.



# MAXIMUM SECURITY FACILITY

## Community Partnerships

Evangel Church of Bismarck partnered with NDSP to establish a new campus within the facility, expanding faith-based opportunities for residents. Their vision included offering Bible study programs such as Alpha and Freedom, as well as hosting a weekly Sunday service in the chapel. To support this initiative, Evangel donated more than \$30,000 in audio and visual equipment. This equipment is used for Evangel-led services and is also available for all other chapel services and events, significantly enhancing the overall quality of programming.



To date, more than 250 residents have participated in Evangel-hosted services and activities. This partnership continues to make a meaningful impact and strongly supports our mission of transforming lives, influencing change, and strengthening community.



## Chainz 2 Changed Podcast

The Chainz 2 Changed Podcast is a resident-produced program recorded, edited, and released entirely by mentors within the Unity Village housing unit. Featuring interviews with current residents, released individuals, staff, volunteers, and even North Dakota Governor Kelly Armstrong, the podcast shares powerful stories of change and resilience. Supported by the ND Council on the Arts, F5 Project, and Prairie Public Broadcasting, the podcast has grown into a remarkable accomplishment—earning over 17,000 downloads across all 50 states and 39 countries. Available on all major podcast platforms and on tablets issued to residents, it stands as a testament to the creativity, dedication, and leadership within Unity Village.

## Volunteer Appreciation Night

A now annual event, the Volunteer Appreciation Night creates a meaningful opportunity to recognize the nearly 100 volunteers who support programming and community-building efforts within the facility. The event brings residents and volunteers together for a shared meal at NDSP, allowing residents to personally express the impact volunteer-led services—such as Bible studies, religious services, math and poetry instruction, concerts, and intramural sports training—have had on their growth and sense of purpose.



# MAXIMUM SECURITY FACILITY

## Fresh Start Backpacks

NDSP expanded its reentry support efforts through the Fresh Starter Kit Ministry, which provides essential backpacks to residents releasing from the Youth Correctional Center, the North Dakota State Penitentiary, and the Missouri River Correctional Center. This ministry helps ease the immediate stresses individuals face upon reentry by ensuring they leave custody with basic hygiene and personal care items.

The goal of the program is to supply every releasing resident with a starter kit on the day of their release. Each kit includes shampoo, conditioner, body wash, toothpaste, a toothbrush, deodorant, razors, shaving cream, a fingernail clipper, socks, and seasonal items such as hats and gloves. This initiative strengthens our reentry resources and aids and supports transition of individuals back into the community.



## Prison Gardens for Community Impact

The North Dakota Department of Corrections and Rehabilitation (DOCR) is partnering with Harvest Now, a national nonprofit that supports prison gardens in the fight against food insecurity while providing residents with purposeful work that benefits local communities.

Harvest Now has expanded to 12 states and 112 prisons through partnerships with correctional systems across the country. Together, these gardens have produced more than four million pounds of fresh food for families in need, and the ND DOCR is proud to contribute to this growing mission.

This year, gardens at the North Dakota State Penitentiary (NDSP) produced a wide variety of fruits and vegetables, including beets, bell peppers, squash, tomatoes, and watermelon.

NDSP donated 1,987 pounds of produce to Heaven's Helpers Soup Café in Bismarck.

"Having a garden inside the prison carries meaning on two levels: it supports the community on the outside and creates purpose for the residents on the inside," said Travis Collins, Community Resource Manager at NDSP. "Many in our community rely on food banks and free meals, so providing fresh produce from our prison garden is a meaningful way for the DOCR to give back and make a difference."

This partnership reflects the DOCR's mission to transform lives, influence positive change, and strengthen communities—both within the facilities and beyond their walls.



# 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 an Advanced Clinical Specialist. 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 are routinely brought in the local community while being supervised by staff and volunteer their time and efforts with organizations including:

- Orphan Grain Train and other community food pantries.
- 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.
- Local churches serving community meals.



# 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. Located on the 6th floor of JRCC, the Akisni Warrior Lodge is the first culturally rooted, trauma-informed therapeutic community within the North Dakota Department of Corrections and Rehabilitation. Akisni is a Lakota word meaning get well, healing, and recovery. The program is designed to help incarcerated individuals overcome negative core beliefs through cultural healing, accountability, and community. Connections were made with Tribal members who serve as liaisons and assisted with the creation of the program manual by adding the Native American cultural components into the program. The program began in March of 2024 and a grand opening ceremony was held in September of that year. This 12-to-18-month long program accommodates 10 residents at a time. In June of 2025 a graduation ceremony was held for the first four graduates of the program.



## 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.



# TRANSITIONAL FACILITIES

## Community-Based Treatment, Community-Based Safety: How STAND Is Strengthening Public Protection and Shared Resources

In a forward-thinking move to enhance public safety and streamline rehabilitative services, MRCC has implemented a new approach to sex offender treatment through the STAND program—a structured, evidence-based initiative now reaching into the community.

### A Shift in Strategy: Starting STAND Sooner

Under the new model, individuals recommended for community-based sex offender treatment begin their STAND programming while still housed at MRCC or on Male Transitional Program (MTP) status. This shift ensures that treatment is not delayed until after release, but rather initiated—or even completed—before reentry.

This proactive approach:

- Improves public safety by reducing the risk of untreated individuals reentering the community
- Supports parole decisions with documented treatment engagement
- Builds continuity of care between facility-based and community-based services

## From Classroom to Career: MRCC Residents Build Futures Through Innovation and Opportunity

At the Missouri River Correctional Center (MRCC), rehabilitation is more than a philosophy—it's a pathway paved with real-world experience, education, and second chances. Two recent success stories highlight how MRCC is helping residents transition from incarceration to meaningful employment through hands-on learning and community partnerships.

### Resident Internship with BSC: A Blueprint for Workforce Readiness

Through this internship, individuals gain valuable experience in facility maintenance and operations—skills that are in high demand across North Dakota. The program not only builds technical proficiency but also fosters confidence, responsibility, and a sense of purpose.



# TRANSITIONAL FACILITIES

## From AutoCAD to Employment

Another standout story is that of David Sisson, a prior MRCC resident who recently completed an AutoCAD certification—a milestone that reflects both academic achievement and career readiness. Following his successful completion of the program, Sisson transitioned into work release at Rough Rider Industries (RRI), where he applied his skills in a real-world setting.

Upon discharge, Sisson didn't just walk out with a certificate—he walked into a job. He was hired by DOCR through RRI, demonstrating the power of structured reentry planning and the value of investing in resident potential.



## A Model for Reentry Success

These stories are more than individual wins—they're proof that MRCC's approach to rehabilitation works. By combining education, hands-on training, and strategic partnerships, the facility is helping residents build sustainable futures and reduce recidivism.

As MRCC continues to expand its programming, stories like Seelye's and Sisson's serve as powerful reminders: when given the tools and trust, people can rebuild their lives—and contribute meaningfully to their communities.

The Missouri River Correctional Center MRCC is undergoing a transformation—not just in philosophy, but in infrastructure. Through a series of strategic capital improvement projects, the facility is enhancing safety, expanding capacity, and modernizing operations to better serve residents, staff, and the broader community.

## A Modernized Control Center

At the heart of MRCC's operations lies its Control Center, the nerve center for security and communication. In 2024, the facility launched a full-scale remodel of this critical space to improve visibility, efficiency, and technological integration.

Key upgrades include:

- New ergonomic control consoles and workstations
- Digital monitoring dashboards and touchscreen interfaces
- Upgraded surveillance systems with real-time camera feeds and recording capabilities
- Enhanced intercom, radio, and emergency alert systems
- Reinforced access control points and physical security barriers

The redesign also improves communication between the control center and housing units, medical, intake, and external agencies—ensuring faster response times and better coordination during emergencies.



# TRANSITIONAL FACILITIES

## Residents and Staff Give Back Through Service and Partnership

Each year, MRCC residents are carefully selected to participate in meaningful events. Their contributions go beyond physical labor they represent a powerful step toward rehabilitation and reintegration.

### 2024/2025 Highlights

- This year, MRCC confirmed its participation in the August 13 Day of Caring, with residents once again volunteering at the Dakota Zoo. Planning included internal meetings, safety briefings, and coordination with United Way to ensure a smooth and meaningful day of service.
- In May 2025, eight MRCC residents volunteered to assist the North Dakota Highway Patrol with a large-scale equipment move. What was expected to take hours was completed in under two, thanks to the residents' initiative and teamwork. As CM Tavis shared, "Everyone worked hard and pitched in... they came up with ideas on how to load some of the larger and awkward-shaped items."
- Residents volunteered at Riverwood Golf Course to pick up their grounds with brush/tree debris.
- MRCC residents dedicated their time to support the Dream Center's mission of feeding and uplifting the community. Their contributions included bagging lunches for several hundred individuals and preparing peanut butter and jelly sandwiches for distribution to those in need.
- Staff and residents supported the Backpack for Kids initiative, which is an effort aimed at ensuring local children have access to nutritious meals over weekends and school breaks. Volunteer time included sorting and packing food items in backpacks and assembling delivery kits for distribution to local schools.



### Staff Behind the Scenes

- MRCC staff play a vital role in supporting this work. From planning logistics to supervising on-site, their dedication ensures a safe and impactful experience for all involved. MRCC staff have been instrumental in coordinating with community partners to align projects with MRCC's mission.



# TRANSITIONAL FACILITIES

## Implementation of Restoring Promise

In the heart of the MRCC is a quiet but powerful transformation began to take root. On February 6, 2025, the doors of the River's Edge Unit opened—not just as a new housing space, but as a symbol of hope, healing, and human dignity. This wasn't just another program. It was part of the Restoring Promise initiative, a national movement led by the Vera Institute of Justice, aimed at reshaping the experience of incarceration for young adults aged 18 to 25. To replace punishment with purpose, and isolation with community.

## A New Way Forward

The River's Edge Unit was built on three foundational ideas:

- Restorative Justice: When conflict arises, the response isn't discipline—it's dialogue. Staff are trained to ask: What happened? Who was harmed? How can we make it right?
- Mentorship: Older residents with lived experience step into leadership roles, guiding younger peers through the challenges of incarceration. These mentors don't just offer advice—they offer example.
- Co-Design: From the layout of the space to the rhythm of daily life, the unit was shaped by the voices of those who live and work there. It's a place built with people, not just for them.

February 6, 2025: The grand opening ceremony filled the MRCC dining hall with voices of hope—from DOCR leaders, Vera staff, and the mentors and mentees themselves.



## Building a Daily Rhythm

Life inside River's Edge follows a structured schedule, with circle time built into the day—an intentional space for reflection and connection. Even the timing was adjusted to allow staff to participate during evening count, reinforcing the shared commitment to the unit's values.

Outside the walls, the unit is reaching into the community. Plans for off-site volunteer projects are underway, and residents have already participated in a podcast interview and secured job placements—early signs of the program's impact. Of course, no transformation is without its challenges. Communication among mentees and funding for unit-branded shirts have surfaced as areas for improvement. But these are growing pains, not roadblocks.

# TRANSITIONAL FACILITIES

## Parking with Purpose: A Redesigned Lot for Staff and Visitors

Outside the facility, MRCC has reimagined its parking lot to improve accessibility, traffic flow, and security. To guide and protect both drivers and pedestrians, stop blocks have been installed at every space, and a new asphalt sidewalk will provide safe foot access. Two new handicap parking signs were added to the east lot. Traffic flow has seen a major improvement. The public entrances were visitor and guest entry shifted from the west side to the north allowing for optimal security functions for staff, visitor, family and friends.



## Expanding Care as the MRCC's medical unit is improved

As MRCC continues to grow in population and programming, so too does its commitment to resident health and wellness. In 2024, MRCC launched improvements within its existing medical unit.

The medical unit remodel includes:

- Expanded clinical space to accommodate more appointments and urgent care needs
- Improved layout and equipment to streamline workflows for nursing and behavioral health staff
- Enhanced privacy and safety features to support both residents and staff

This improvement is part of a broader operational strategy that anticipates increased rounds, transports, and off-site medical appointments as the population grows.

## Man Camp: Expanding Capacity with Dignity

Perhaps the most ambitious project is the recently funded construction of the Man Camp, a modular housing expansion designed to address population growth and support structured rehabilitation.

The project includes:

- 96 new beds across two modular units with Jack & Jill bathrooms
- Modular classrooms for education and programming
- An emergency generator, industrial laundry, and expanded kitchen capacity
- Recreation space mitigation and visitation program expansion

# TRANSITIONAL FACILITIES

Volunteering isn't a one-time event. It's part of a growing culture of service that empowers residents to give back while building skills, confidence, and community trust. It's a bridge between MRCC and the community.

For our resident population It fosters:

- Positive staff-resident relationships
- Real-world skill-building for residents
- Public trust in the rehabilitative mission of corrections

## County Jail Programs and Services

In a time of rising need and shifting populations, the Division of Transitional Facilities stepped forward with a bold vision which was funded through the 2025 Legislative Session.

Across North Dakota, county jails have long served as temporary homes for DOCR residents. But now, they're becoming something more. Through a strategic expansion, the division is launching a "prison-in-jail" model a reimaging of what incarceration can look like in local facilities.

### Prison in jail

Under this model, DOCR staff are embedded directly within select county jails. These aren't just placements they're partnerships. DOCR residents housed in these facilities now have access to:

- Case management services
- Evidence-based programming, including substance use treatment
- Behavioral health support
- Reentry planning, with direct links to community resources and supervision agents

### Overflow

To support this expansion, the division created two dedicated full-time positions focused solely on overflow case management. These professionals serve as the single point of contact for DOCR residents temporarily housed in county jails due to capacity constraints.

Now, residents receive consistent, in-person or tailored remote support that respects the unique limitations of each jail environment.

## Innovation Meets Security: How MRCC is Using Technology to Transform Safety in a Minimum Custody Facility

In a quiet but powerful evolution of correctional operations, the MRCC has embraced different technologies to enhance safety, accountability, and rehabilitation. From body scanners to GPS tracking and drug patch monitoring, these tools are reshaping what security looks like in a minimum custody environment.

# TRANSITIONAL FACILITIES

## A New Layer of Safety: The Tek 84 Body Scanner

In August 2024, MRCC welcomed the arrival of the Tek 84 Body Scanner, a state-of-the-art device designed to detect contraband in a non-invasive, efficient manner. The scanner was more than a new piece of equipment; it was a strategic investment in staff confidence and facility safety.

The implementation included remodeling the staff search area and coordinating training sessions for both MRCC and North Dakota State Penitentiary (NDSP) staff. This cross-facility collaboration reflects a broader vision of shared innovation and consistent best practices.



## Continuous Monitoring: Drug Patch Program

As part of its broader strategy to support recovery and accountability, MRCC rolled out a drug patch monitoring program. These transdermal patches detect drug use over 7–10 days, offering a tamper-resistant alternative to traditional urinalysis.

The program is especially effective for residents on work release or community placement, where continuous monitoring is essential. It reduces the administrative burden of frequent testing while supporting a more sensitive knowledge of relapse and reinforcing public safety.

## Real-Time Accountability: GPS Tracking

In August 2025, Transitional Facilities launched its GPS Monitoring Program, targeting residents in the Male Transitional Program (MTP), work release, education release, and Female Transitional Program (FTP) who are on inmate status at DOCR-contracted reentry centers.

The GPS system provides real-time location tracking, ensuring residents remain within approved boundaries during off-site activities such as work, education, or treatment. It enhances safety, supports structured reintegration, and builds trust with the community by verifying accountability.

Together, these technologies represent a new era of correctional practice—one that balances security with opportunity, and control with compassion. MRCC's approach proves that even in a minimum custody setting, innovation can lead the way in protecting people, supporting rehabilitation, and preparing residents for successful reentry.



# WOMEN'S FACILITIES

## Heart River Correctional Center (HRCC)

- Opened: June 15, 2021
- Custody Level: Minimum custody women
- Location: Co-located with the Youth Correctional Center campus
  - Maintains sight and sound separation from youth residents

### Approach

- Focuses on reintegrating women with families and communities
- Offers person-centered rehabilitative services
- Emphasizes a gender-responsive and trauma-informed culture of care
- Provides a safe, structured, and supportive environment
- Aims to help women develop lifelong skills for long-term success
- Delivers high-quality, personalized programming

### Facility Capacity

Capacity: 54 general population beds, 2 medical beds, and 2 restrictive housing beds

Average Daily Population 07-01-23 to 06-30-25: 52

### Our Staff Philosophy: Compassionate, Committed, and Client-Centered

At HRCC, our staff believe that learning and growth begin with healthy relationships. They create a safe, structured, and consistent environment where women can live, work towards positive change, and heal.

- Treat every resident with dignity, respect, and kindness
- Provide client-centered care tailored to each individual
- Support women through the challenges of change
- Encourage better choices for self, family, and community
- Believe every woman is worth the effort and capable of transformation
- Foster a culture of trust, empowerment, and lifelong growth
- Accountability for choices, behaviors, and actions

Our team is passionate about helping women rebuild their lives—because every journey matters.



# WOMEN'S FACILITIES

## The Core Services and Treatment Programs provided



- Medical and Dental Services as needed
- DOCR Case Management
- Beyond Violence
- Beyond Trauma
- Healing Trauma
- Moving On
- Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)
- Seeking Safety (added 2024) Substance use programming with a trauma focus
- Parenting Inside Out
- Re-Entry Ready (Added February 2025)
- Cognitive Processing Therapy (CPT)
- Responsive Risk Reduction for Women (RRRW)
- Within My Reach
- Vocational Rehabilitation (70 referrals)
- Job Fairs (Offsite- 15 residents attended, and Virtual-3 residents attended)
- Computer Access (Added 2023)
- Demo Days (May 2025-3 residents attended)
- DOT Onsite
- Connection with Children
- Wellness and support groups
- Women's Circle
- Parole Pre-Release Class
- Behavioral Health Services and Individual counseling
- Structured social learning environment
- High school diploma and GED services
- Collaboration with follow-up agencies for pre-discharge treatment planning
- MOUD Education
- Positive Psychology Group Therapy
- City of Mandan MOU
- Heart River Lutheran Church
- Dialectical Behavior Therapy (DBT) Skills Group
- Helping Women Recover
- Women's Way Through the 12 Steps
- Shining Light
- Resource Fairs (Onsite-all residents attend)
- Career Readiness Class (83 completions)
- Job Service JP3 Program (44 referrals)

# WOMEN'S FACILITIES

## Strengthening Family Bonds at HRCC

At HRCC, we are deeply committed to helping residents maintain meaningful connections with their children and families. Many of our residents have children involved in the foster care system or are engaged with Human Service Zones, and we work tirelessly to support and nurture these relationships.

Our staff facilitates regular communication through phone calls, frequent video visits, and in-person visits—even outside of standard visitation hours. Residents actively participate in Child and Family Team meetings and have joined virtual parent-teacher conferences and medical or mental health appointments, ensuring they remain present for key milestones in their children's lives.

To further expand access, HRCC has introduced free video visits as part of our weekly positive behavior report drawing. This initiative opens doors for families who may not otherwise afford video visits, creating more opportunities for connection and support.

We've also partner with the Healthy Families program to promote strong parent-child relationships during the critical first year of life. This collaboration provides essential resources and guidance for residents who are pregnant or parenting young infants.

At HRCC, we believe that family is foundational—and we are proud to help residents stay engaged, empowered, and connected every step of the way.

## HRCC & City of Mandan: Building Community Through Service

HRCC is proud to partner with the City of Mandan to deliver high-quality services that benefit both the city and its residents.

Through this collaboration, HRCC residents contribute their skills and dedication to a variety of essential tasks, including lawn trimming, garbage pickup, painting, and snow shoveling.

Participation in the City of Mandan project is earned through a competitive application process, giving residents the opportunity to demonstrate responsibility, work ethic, and community pride. This initiative not only enhances the city's public spaces but also empowers the women of HRCC with meaningful work experience and a sense of purpose.

Together, HRCC and the City of Mandan are fostering a beautiful Mandan.



# WOMEN'S FACILITIES

## **Senate Bill 2352 (2025) was signed by ND Governor Armstrong on April 2, 2025 (New Facility Initiative)**

A BILL for an Act to create and enact a new subsection to section 54-23.3-04 of the North Dakota Century Code, relating to authorization for children of residents to reside at the Heart River correctional center. BE IT ENACTED BY THE LEGISLATIVE ASSEMBLY OF NORTH DAKOTA: SECTION 1. A new subsection to section 54-23.3-04 of the North Dakota Century Code is created and enacted as follows: To employ personnel and establish policies and procedures to authorize a child of a female resident to reside at the Heart River correctional center under the care and general control of the female resident if the child is eighteen months of age or younger. The policies must include considerations of the residential safety of the child, the length of time the child may reside within the facility, and treatment or other penological interest.

## House Bill 1015 (2023) New Heart River Correctional Center

- Design Initiated: August 2023
- Groundbreaking Ceremony: April 2, 2025
- Significance: First prison in North Dakota history designed specifically for women
- This landmark project is centered on public safety, staff wellness, rehabilitation, dignity, and second chances for female residents.
- Project Highlights
  - Size: 186,144 square feet
  - Capacity: 304 beds
  - Cost: \$166.8 million
  - Completion: Expected by Fall 2027

We continue to strive to create a healthy environment rooted in healing, accountability, and skill-building—one that uplifts and transforms the lives of women and mothers. Because when women thrive, families flourish. And when families are strong, communities become safer. This is how we build a better, safer North Dakota.



## Dakota Women's Correctional and Rehabilitation Center (DWCR)

DWCR is a contracted facility that is a 126-bed facility that houses women with Minimum through Maximum custody. DWCR is located in New England, in the southwest corner of North Dakota.

# WOMEN'S FACILITIES

## DWCRC offers the following programming:

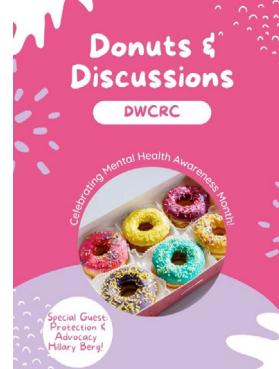
- Peer-Led
- Art Classes
- Peer Support Program
- Celebrate Recovery
- Women in Recovery NA Meeting
- Outside Facility providers
- Seeds of Eden
- NA meetings
- Career Readiness (Job Service)
- Parenting Classes
- Life Skills
- TedTalks
- Catholic Bible Study
- Lighthouse Peer Support, Worships, Testimonials
- Jehovah's Witness Services
- Assembly of God Services
- Methodist Services
- Pentecostal Services
- Smudging (weekly, if not on burn ban)
- Staff-led bible study for Orientation 'Broken Crayons Still Color'
- Individual services
- Individual therapy (limited number of clients current openings)
- Skill building
- Guided self-help
- Check-ins (case management)

We have had numerous groups and volunteers visit our facility, bringing hope for the future to our residents. Some of those are:

**Prison Fellowship Angel Tree** offers our residents the opportunity to register their children for gifts from Angel Tree projects in the surrounding area. In 2025, they also brought with them FOMO Creamery, which provided ice cream treats for our ladies.

**Molly Theis** provided a seminar titled "Life After Prison," in which she discussed her lived experiences in prison, overcoming barriers upon release, and offered hope, outreach, and connection to the residents.

**Mya's Mission Foundation** honors Mya, one of our very own North Dakotans, by turning pain into purpose. They believe in the power of prevention, education, and connection.



### FEARLESS

#### Kat Perkins



##### MAKING FEARLESS CHOICES

##### TAKING LEADERSHIP & FOLLOWING THE LEAD

##### BECOMING THE MOST SUCCESSFUL PERSON YOU CAN BE

##### HOW ATTITUDE CAN HELP YOU RISE ABOVE

**Kat will be presenting at DWCRC**

**Wednesday June 21**

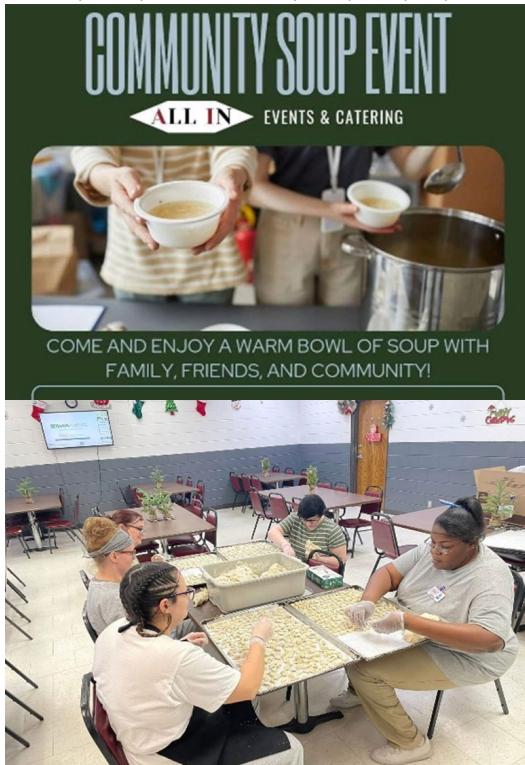
# WOMEN'S FACILITIES

## Giving Back to the Community

We received an urgent request for baby hats from St. Alexius Hospital, and our ladies rose to the challenge.



Our Food Services Director involved our ladies in a free community soup day event in Dickinson, featuring an assortment of tasty soups, which they helped prepare and serve.



We are occasionally approached to create stuffed animals for children in hospice care.



# WOMEN'S FACILITIES

## Positive Behavior

Our residents who maintain positive behavior also have the opportunity, once a quarter, to partake in a fine dining experience, with each individual purchases their own meal.



## Normalcy



## Thanksgiving is for giving

Pumpkin Pies are made by our ladies and donated to various churches each year. As always, the pumpkins used to make the pies are grown in our gardens.



# WOMEN'S FACILITIES

December brings our Winter Family Fun Day at DWCRC.



## Centre Fargo

Centre Fargo contract is a 72-bed transitional facility that houses minimum custody women. The programs they offer are 2.1 Substance Abuse programming, Moving On, Beyond Violence, 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 28 bed transitional facility that houses minimum custody women: The programs they offer are 2.1 Substance Abuse programming, Beyond Violence and Aftercare.

## Bismarck Transition Center (BTC)

Bismarck Transition Center is a DOCR contract facility that houses up to 20 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 newer 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, Risk Responsivity Reduction for Women, which are all 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. As of June 30, 2025 116 women have completed the program at WTRU successfully.

## County Jail

The DOCR contracts with two county jails within North Dakota to provide additional housing needs for our growing female population. The two county jails that currently house women are, McKenzie County Correctional Facility (MCCF) in Watford City and Dickinson Adult Detention Center (DADC) in Dickinson. DADC is a part of the Southwest Multi-Correctional Center that also oversees DWCRC. Currently MCCF houses 11 female residents, and they do offer a cognitive thinking group through the existing DOCR Probation and Parole Contract with Management & Training Corporation (MTC). DADC houses up to 16 women, 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

## **Gender Responsive Care**

The DOCR is committed to providing trauma informed and gender responsive care for the women in our population. Over the past few years, many changes have been made to the groups and programming offered to our women's population, in that the programs that were considered gender neutral or for men, have been phased out and programming is now gender responsive, meaning the programming and groups are specifically for women. The DOCR was very selective in programs that are being used, in that evidence-based practices were considered in all reviews. The DOCR continues to make changes to the last remaining groups and programs, as we move forward with the Women's Risk and Needs Assessment, which will replace the Level of Service Inventory – Revised (LSI-R) which is gender neutral. In May of 2023, the DOCR Women's Services was selected by the National Institution of Corrections to be one of three states in the nation to receive free training in the Women's Risk and Need Assessment 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. Other programs that are in the process of change are, Pathways to Change will replace EPICS structured contacts, which is also gender neutral and there is review of our current substance use programming to identify a specific program for the women's population.

## **Children of Incarcerated Parents Initiative (COIPI)**

Another important population that the DOCR is committed to supporting are those affected by parental incarcerations, especially children of those incarcerated. September 15th continues to be recognized as the Children of Incarcerated Parents Day. As more than 10 million children live with a parent who has been involved in the criminal justice system at some point. Approximately 1 in 28 children have a parent who is currently incarcerated, that is roughly one child in every classroom. These children are at a higher risk of adverse childhood experiences, insecure attachment, social stigma, unstable family relationships, physical and mental health issues and low educational attainment. Contact between incarcerated parents and their children can help reduce these risk factors for the children and reduces recidivism for the incarcerated parents. A strong family support including contact with children, is a significant factor in successful reintegration into society after release and maintaining contact with an incarcerated parent can help mitigate feelings of abandonment, anxiety and other negative emotions in children. Children who maintain contact with their incarcerated parents often exhibit better social skills, emotional regulation and fewer behavioral problems. There is no way to track how many children are affected by parental incarceration by any state department. The DOCR along with community support created and launched a voluntary parenting survey that all residents can access and voluntarily fill out through the Edovo application on their tablets. To help mitigate some of the social stigma, the DOCR was given funding to make improvements to a few of the DOCR visitation rooms within facilities. Making small changes such as adding a paint color to a wall and adding dedicated areas for children and their families to connect while visiting. The DOCR also has a COIPI website with information and resources for anyone to access more information on supporting and lowering in the stigma of having an incarcerated loved one.

Women's Services continues to strive to create a healthy environment and system that promotes healthy women and mothers' which results in healthy families and children thus creating safer communities and a safer ND.

## Reentry Strategy and Vision

In North Dakota, reentry is more than a checklist of services or a program to complete — it's a practical investment in safer communities rooted in accountability and transformation. It is the process of helping individuals rebuild their lives, reunite with their families, and rejoin their communities as contributing members.

In 2024, the North Dakota Department of Corrections and Rehabilitation (DOCR) deepened its commitment to this mission by creating a dedicated Reentry Program Manager position. The Reentry Program Manager serves as a vital connector, aligning internal processes and building strong relationships with agencies, nonprofits, community leaders, and frontline service providers — all essential to successful reintegration.

Reentry doesn't end at the facility gates or with the conclusion of supervision. It continues in living rooms and job sites, classrooms and clinics, through moments of struggle and moments of success. It thrives when we work together.

Across North Dakota, collaboration fuels change. State agencies, tribal partners, healthcare providers, housing organizations, educators, employers, community groups, and justice-impacted individuals themselves share one belief: better reentry leads to safer communities and brighter futures.

## Reentry Reform and the Justice Reinvestment Initiative (JRI)

In 2023, the 68th North Dakota Legislative Assembly passed House Concurrent Resolution 3026, authorizing an interim study of the state's reentry landscape. With support from the Bureau of Justice Assistance (BJA) and technical assistance from the Crime and Justice Institute (CJI), North Dakota launched a Justice Reinvestment Initiative (JRI) focused on reentry.

A 15-member Reentry Study Work Group was convened, bringing together diverse stakeholders—including justice system practitioners, service providers, policymakers, and individuals with lived experience. The Work Group adopted an inclusive definition of reentry that extends beyond individuals leaving incarceration to include those reconnecting with their communities following any form of justice system involvement. This holistic approach aimed to identify system gaps and opportunities to improve outcomes for individuals, families, and communities statewide.

Throughout 2024, the Work Group met five times to review data, examine current practices, and hear directly from stakeholders. This process culminated in five strategic goals:

1. Expand Pathways to Alternatives to Incarceration
2. Decrease Incarceration for Drug/Alcohol Offenses and Supervision Revocations
3. Reduce Racial Disparities in the Justice System
4. Support Successful Community Transitions
5. Increase Cross-Agency Collaboration

These goals have directly led to action by the 69th Legislative Assembly. In 2025, lawmakers passed a package of bills—House Bills 1417, 1425, and 1549—that support JRI recommendations and lay the foundation for long-term, systemwide change.

# REENTRY

- House Bill 1425 established prosecution-led diversion pilot programs in three counties, offering eligible individuals an opportunity to engage in treatment and support services in lieu of traditional prosecution. The bill also provided a clear definition of “deflection” and guidelines, aligning with JRI goals to expand alternatives to incarceration and improve collaboration across criminal justice and health systems.
- House Bill 1417 eliminated supervision fees, the indigent defense application fee, and the requirement for defendants to reimburse indigent defense costs and expenses — removing financial barriers that can hinder successful reentry. By easing these economic burdens, HB 1417 supports JRI goals of reducing revocations, decreasing disparities, and promoting successful transitions.
- House Bill 1549 enhanced reentry support at both the local and state levels. It created the Correctional Facility Grant Program, which provides resources to local jails for programming and reentry services. It also streamlined access to identification, Medicaid, and other essential benefits for individuals exiting incarceration. Additionally, the bill established a housing task force to address housing barriers for returning citizens, required a report on criminal justice data systems, and directed a study on record sealing. This legislation addresses core reentry needs such as housing, healthcare, and access to services, while promoting stronger cross-agency collaboration and data sharing.

By translating JRI’s strategic goals into concrete policy changes, the state has laid a foundation for more effective and coordinated reentry efforts—improving public safety and promoting individual success across communities.

## Removing Barriers: Partnerships in Action

Reentry is most effective when agencies, communities, and service providers work together toward a common goal: enhancing public safety and supporting long-term success. The DOCR is committed to building strong partnerships that reduce barriers, use resources efficiently, and empower individuals to rebuild their lives.

### Healthcare Access

For years, Medicaid applications for incarcerated individuals were often processed only during the final week before release. This narrow window sometimes resulted in people being released without coverage, creating service gaps and unmet critical health needs.

In 2025, that changed. Thanks to collaboration between DOCR, the Department of Health and Human Services (HHS), and Human Service Zones, Medicaid applications are now completed up to 90 days prior to release. Human Service Zone staff make monthly visits to DOCR correctional facilities to assist individuals with the application process.

This shift ensures smoother transitions and better health outcomes, recognizing that timely access to healthcare is a foundation for stability.

Correctional facilities lack a basic state-issued ID. At the State Penitentiary, nearly 68% arrive without one. Without identification, it is nearly impossible to apply for jobs, secure housing, fill prescriptions, or access many services.

## Securing Identification

Many individuals entering North Dakota correctional facilities lack a basic state-issued ID. At the State Penitentiary, nearly 68% arrive without one. Without identification, it is nearly impossible to apply for jobs, secure housing, fill prescriptions, or access many services.

The DOCR, in partnership with the Department of Transportation (DOT), is changing that. Case Managers prioritize obtaining identification, and DOT staff now visit facilities to assist residents with obtaining official IDs before release. At the Missouri River Correctional Center (MRCC), only 10% of residents lack a state ID - a dramatic improvement from arrival numbers. The DOCR remains committed to improving identification rates across all facilities.

Beyond state IDs, DOCR helps individuals obtain Social Security cards and birth certificates, since two forms of ID are frequently required to verify identity.

## Employment as a Path Forward

A job isn't just a paycheck—it provides purpose, structure, and financial security, all critical to reducing recidivism. Employment is central to North Dakota's reentry strategy.

In coordination with community partners, the DOCR supports career readiness, vocational training, higher education, and job placement. These services are continually shaped through the Employment and Reentry Connections group—a regular convening of employment partners and DOCR employees focused on innovation.

In 2023, DOCR partnered with Job Service of North Dakota to launch the Job Placement Pilot Program (JP3). Individuals who complete career readiness classes become eligible for JP3, which helps them obtain and maintain employment post-release while providing supportive services to reduce employment barriers. As of June 2025, 108 individuals have completed the program.

## JP3 Success

The results speak volumes: Participants earn an average of \$8,581 per quarter—more than double the \$3,769 average for those not enrolled—demonstrating significant economic empowerment. Due to its success, JP3 has transitioned from pilot status to the Job Placement Partnership Program.



# REENTRY

## Awareness Through Simulation

Many remain unaware of the challenges faced during reentry. The DOCR's Reentry Simulation provides an immersive, hands-on experience that walks participants through the first 30 days after release—navigating transportation, housing, employment, parole requirements, healthcare, and basic needs.

Participants don't just observe—they assume the role of someone reentering society, confronting obstacles such as transportation challenges, incomplete paperwork, missed appointments, and fragile success.

Behind every simulation is a dedicated team of DOCR employees and community volunteers, committed to raising awareness. Their efforts were recognized in 2024 with the Governor's Award for Excellence in Public Safety – Roaming Bison Award, honoring their impact across the state.



## Statewide Reentry Awareness

During the biennium, the DOCR facilitated nine Reentry Simulation events statewide, engaging diverse audiences including corrections staff, legislators, healthcare workers, and college students.

Events included:

- April 24, 2024 – ND Parole and Probation In-Service
- June 13, 2024 – Governor's Cabinet
- September 11, 2024 – West Central Wardens and Superintendents Conference
- September 18, 2024 – Medical Services In-Service
- October 15, 2024 – DOCR Unit Management In-Service
- January 10, 2025 – ND Legislative Session
- March 27, 2025 – University of Mary, Criminal Justice/Social Work Programs
- May 14, 2025 – HHS Medical Eligibility Division
- June 19, 2025 – North Dakota Behavioral Health Corporate Meeting

Each session sparked important conversations about policy, access, compassion, and the realities of reentry. Whether criminal justice professionals, lawmakers, healthcare providers, or future social workers, participants shared a key takeaway: reentry is complex, and no one succeeds alone.

The DOCR plans to expand the Reentry Simulation into additional community settings in the upcoming biennium.



## 2025–2027 Vision for Reentry: Goals and Priorities

As DOCR leads with purpose and progress, the 2025–2027 biennium focuses on building pathways to opportunity, dignity, and lasting reintegration. Our goals reflect commitment to second chances, community partnerships, and system-level transformation.

### **Key priorities include:**

- Launching prosecution-led diversion programs providing earlier, more effective alternatives to incarceration
- Implementing the Correctional Facility Grant Program to support innovative reentry services for jail-to-community transitions
- Addressing housing needs of justice-involved individuals, recognizing stable housing as foundational to success
- Enhancing access to meaningful employment opportunities that promote financial independence, purpose, and personal development.
- Breaking down barriers to reentry through policy reform and strong community collaboration
- Aligning reentry services across DOCR and implementing a core reentry curriculum to ensure continuity of care from incarceration through community reintegration.
- Enhancing data-driven decision-making to measure outcomes, ensure accountability, and drive continuous improvement

The path forward is clear: meaningful reentry is a shared responsibility. Moving into the next biennium, DOCR stands united with state and local partners, focused on practical, result-driven solutions that promote accountability and rebuild lives. By investing in people, we strengthen families, enhance public safety, and build a stronger North Dakota for all.

# INDEX

## ADMINISTRATION

**Schedule of Expenditures by Division by Program (Unaudited)**  
**For the Biennium ended June 30, 2025**

<u>Description</u>	<u>Amount</u>
<b>Division of Juvenile Services</b>	
Youth Correctional Center	\$ 14,771,480.39
Juvenile Community Services	\$ 13,728,849.51
Central Office – Juvenile	\$ 5,837,659.02
 <b>Total Division of Juvenile Services</b>	 <b>\$34,337,988.92</b>
<b>Division of Adult Services</b>	
Adult Administrative Services	\$ 16,123,038.00
Parole and Probation	\$ 30,200,432.00
Pretrial Services	\$ 3,182,588.00
Transitional Planning	\$ 3,717,567.00
Maximum Security Facility – NDSP	\$ 69,339,958.01
Medium Security Facility – JRCC	\$ 52,780,610.27
Transitional Facilities – MRCC & Contract Facilities	\$ 36,710,555.00
Behavioral Health	\$ 16,675,682.96
Education	\$ 6,706,207.37
Women's Services – HRCC and DWCRC Facilities	\$ 21,815,365.00
Rough Rider Industries	\$ 25,600,917.00
Central Office – Adult	\$ 216,365,635.88
 <b>Total Division of Adult Services</b>	 <b>\$499,218,556.49</b>
 <b>Total Department of Corrections and Rehabilitation</b>	 <b>\$533,556,545.41</b>
 <b>General Funds</b>	 <b>\$284,753,508.03</b>
 <b>Special Funds</b>	 <b>\$175,115,425.00</b>
 <b>*Federal Funds</b>	 <b>\$ 73,687,612.38</b>
	(* \$49,186,427.17 SLFRF Funds)
	(* \$8,305,934.20 ARPA Funds)

# INDEX

## ADMINISTRATION

### Schedule of Expenditures by Division by Line Item (Unaudited) For the Biennium ended June 30, 2025

<u>Description</u>	<u>Amount</u>
<b>Division of Juvenile Services</b>	
Salary and Benefits	\$ 24,305,701.64
Operating Expenses	\$ 7,154,457.00
Capital Assets	\$ 1,152,830.28
Grants	\$ 1,725,000.00
<b>Total Division of Juvenile Services</b>	<b>\$ 34,337,988.92</b>
<b>Division of Adult Services</b>	
Salary and Benefits	\$207,696,293.45
Operating Expenses	\$121,918,552.21
Capital Assets	\$155,729,573.83
Grants	\$ 13,874,137.00
<b>Total Division of Adult Services</b>	<b>\$499,218,556.49</b>
<b>Total Department of Corrections and Rehabilitation</b>	<b>\$533,556,545.41</b>
General Funds	\$284,753,508.03
Special Funds	\$175,115,425.00
*Federal Funds	\$ 73,687,612.38
	(*\$49,186,427.17 SLFRF)
	(*\$8,305,934.20 ARPA Funds)

## ADMINISTRATION

APPROPRIATION STATUS REPORT  
For the Biennium ended June 2025

	Original Appropriation	Current Appropriation	Expenditures	Remaining Appropriation
<b>Expenditures by Line Item</b>				
53052 Deferred Mntce/Extra Repairs		1,052,423.91	1,052,423.91	0
53071 American Rescue Plan Act		8,305,934.20	7,075,912.48	1,230,021.72 (1)
53077 Adult Services	419,173,652.00	490,767,028.66	298,714,758.31	192,052,270.35
53079 Youth Services	26,611,435.00	33,431,158.64	27,341,168.14	6,089,990.50
<b>Total Expenditures</b>	<b>445,785,087.00</b>	<b>533,556,545.41</b>	<b>334,184,262.84</b>	<b>199,372,282.57</b>
<b>Expenditures by Funding Source</b>				
General Funds	255,467,963.00	284,753,508.03	233,558,082.18	51,195,425.85 (2)
Federal Funds	20,468,404.00	73,687,612.38	72,961,110.91	726,501.47
Special Funds	169,848,720.00	175,115,425.00	27,665,069.75	147,450,355.25 (3)
<b>Total Expenditures</b>	<b>445,785,087.00</b>	<b>533,556,545.41</b>	<b>334,184,262.84</b>	<b>199,372,282.57</b>

(1) ARPA funds carried over to 2025-27 (deferred maintenance and extraordinary repairs)

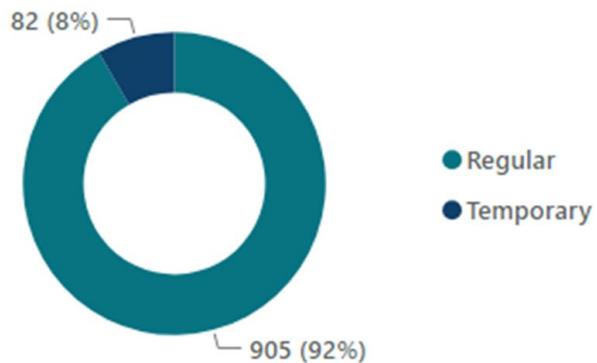
(2) Turned back \$49,186,427.17 resulting from deferment of salaries, wages as required by SB2393 (4) from the special session using State and Local Fiscal Recovery Funds (SLFRF)

(3) Strategic Investment and Improvement Funds (SIIF) carried over to 2025-27 (Construction of Heart River Correctional Center) \$115,385,646.57

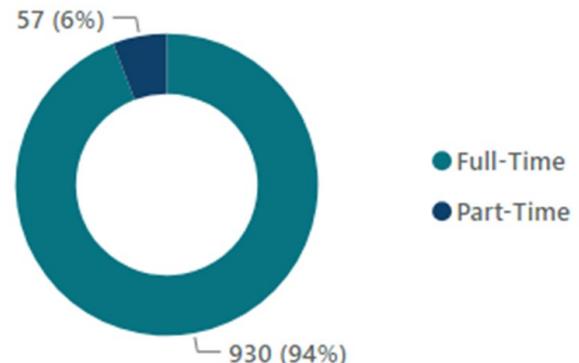
(3) Strategic Investment and Improvement Funds (SIIF) carried over to 2025-27 (IT projects) \$794,577.76

(3) State Facility Improvements funds carried over to 2025-27 (Deferred Maintenance projects) \$3,747,701.52

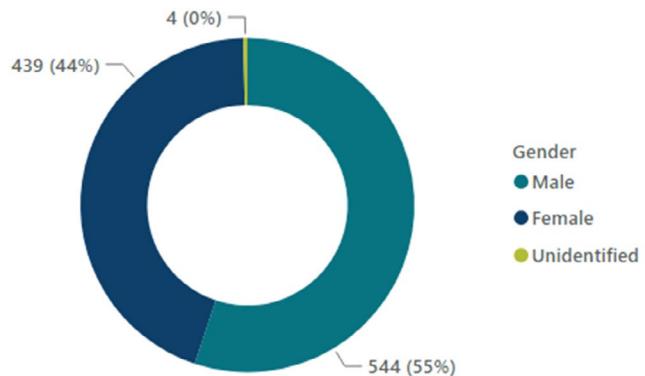
Regular / Temporary



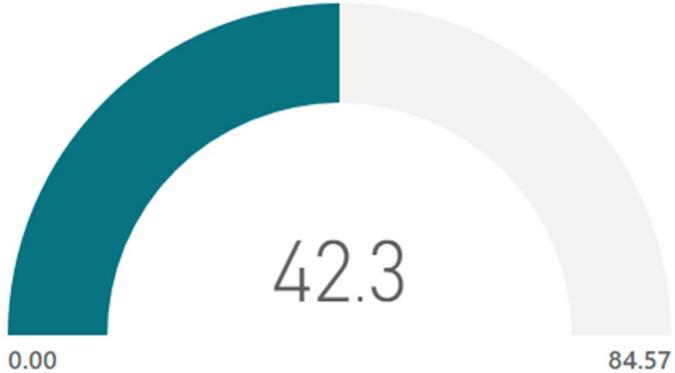
Full-Time / Part-Time



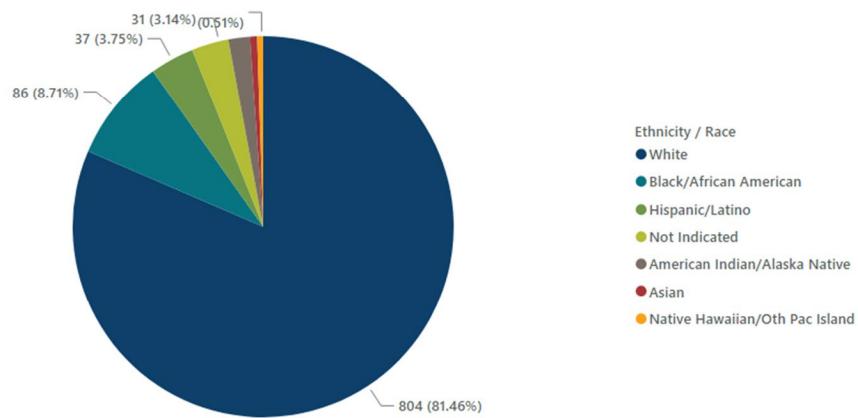
Team Member: Gender



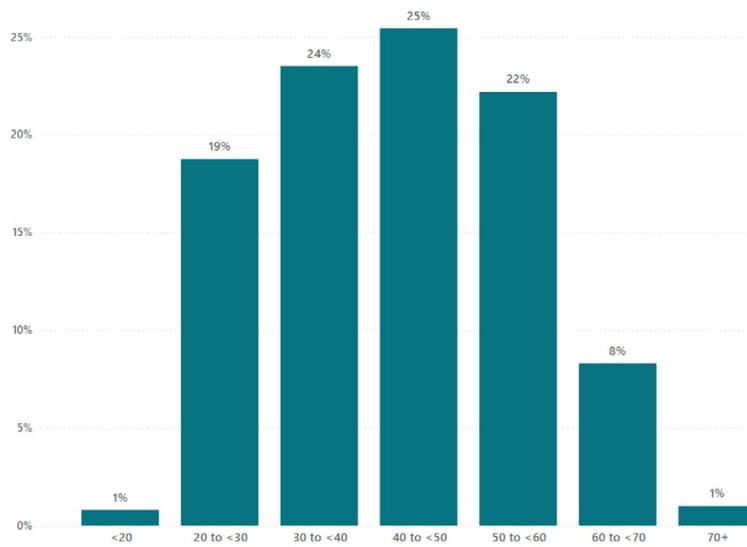
Average Team Member Age



Team Member: Ethnicity / Race



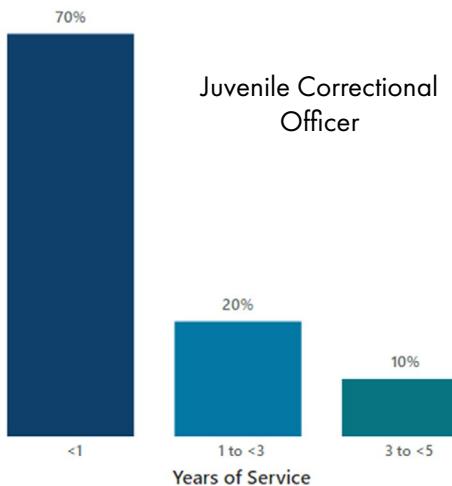
Team Members by Age Group



% of Workforce by Years of Service



% of Workforce by Years of Service



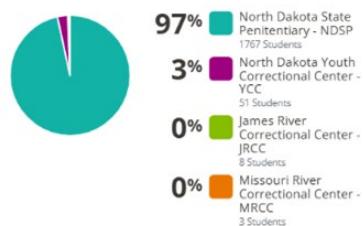
Average Years of Service

8.7

# INDEX

## EDUCATION

### School Distribution



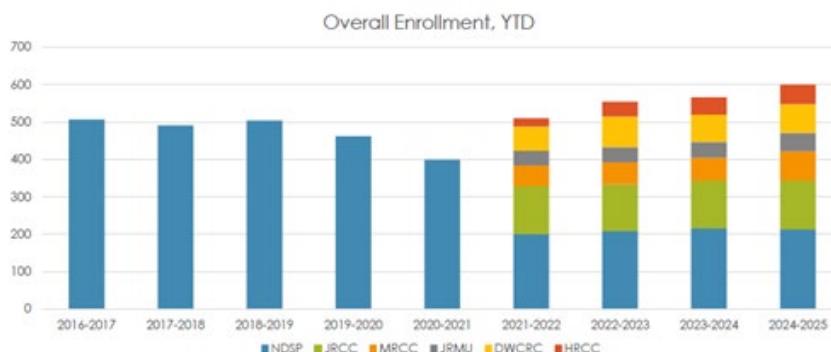
### Summary Results

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.

### Dyslexia Risk Status by School



### How does that enrollment compare?



## BEHAVIORAL HEALTH

## Assessments completed

Assessment Type:	Total:
Substance Use	1942
Conflict Resolution/New Pathways to Health Relationships	1239
Sexual Offense	587
Thinking for a Change	2070

Percentage of all Men received in DOCR referred for programming

Programming Type:	Percentage of Men Referred:
Substance Use	85%
Conflict Resolution/New Pathways to Health Relationships	31%
Sexual Offense	13%
Thinking for a Change	35%

Total Program Completion (Men)

Program	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	1545
Conflict Resolution Program	222
New Pathways to Healthy Relationships	294
Cognitive Behavioral Interventions for Sexual Offending	123
Thinking for a Change	496

Total Program Completion (Women)

Program	Total Completions
Cognitive Behavioral Interventions for Substance Abuse	398
Cognitive Behavioral Interventions for Sexual Offending	2
Thinking for a Change	5

TRANSFORMING LIVES, INFLUENCING  
CHANGE, STRENGTHENING COMMUNITY.  
HEALTHY AND PRODUCTIVE  
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NORTH  
**Dakota**

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Corrections and Rehabilitation