

DEPARTMENT OF CORRECTIONS AND REHABILITATION

WHO WE ARE

929.79

Full-time
Equivalent
Team Members
As of 12/1/23

104

Temporary
Team
Members
As of 12/1/23

2,148

People in our
facilities

7,132

People on
supervision in
our communities

WHAT WE'RE ABOUT

Mission: Transforming lives. Influencing change. Strengthening community.

Vision: Healthy and productive neighbors, a safe North Dakota

Values: Innovation, integrity, professionalism, respect, opportunity for change, teamwork, transparency

Goals/Objectives:

- Provide a dynamic and meaningful work experience
- Create correctional services driven by a forward-thinking philosophy of care
- Leverage resources creatively and engage communities fully
- Promote a culture of respect, dignity, diversity, and evidence-based practice

WHO WE SERVE

Citizens and Visitors of North Dakota

We serve all North Dakotans by promoting their health, safety, and healing.



Crime Victims

We serve as a compassionate last resort for victims, providing supplemental financial support and relief in times of hardship.



Public Safety Agencies

We provide training, law enforcement services and correctional facility inspections to state, regional, and local agencies.



Criminal Justice Involved Adults

Multidisciplinary teams provide evidenced-based support to meet their needs, improve their reentry, and reduce their risk.



Juveniles

We collaborate with juvenile justice partners to provide cost-effective wrap-around services and life skills training to meet the needs of juvenile justice involved children.

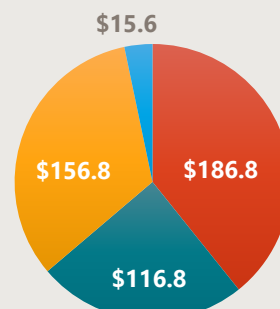


HOW WE DO IT

**Total Agency Budget:
\$476,043,668**

- General: \$272,153,905
- Special: \$175,115,425
- Federal: \$28,774,338

In Millions



■ Salary ■ Operating ■ Capital ■ Grants

DEPARTMENT OF CORRECTIONS AND REHABILITATION

WHAT WE'RE PROUD OF

Funding for HRTC

The DOCR hosted a House Appropriations HR Committee and a Senate Appropriations Government Operations Division Committee hearing at NDSP. A big accomplishment was funding for a new women's facility.

Reducing Recidivism

The most current recidivism rate overall for the DOCR is now at 37.2%, compared to 40.7% in 2018. Male recidivism rate is 39%, down from 42.4% and female rate is 30.4%, down from 33.6%.

Workforce Connections

JP3 aims to connect those previously incarcerated with jobs in ND. Collaboration between JSND and DOCR will provide support beyond employment, including wrap-around services and basic needs like housing and transportation.

September 2022

More than

509

Hep C cases treated and cured

Rate of positives on admission reduced by **11.7%**

Free Through Recovery (FTR) has a positive outcome rate of

69%

FTR has had **7,380** participants since 2/1/18

GED pass rate: **93.5%**

Pretrial services expanded clients served by **15%**

July 1, 2023-January 1, 2025

Drug court reduces one-and-two-year recidivism rates by **10%** on average

Nearly **6,800** completed terms of supervision

July 1, 2023-December 31, 2024

WHAT WE DO



Resident Community Engagement

Residents are provided opportunities to give back to the local communities and build pro-social connections.



Rough Rider Industries

RRI is an employment skills training program in which residents learn skills that improve habits, attitudes, and values.



Emerging Adult Supervision

Parole and Probation and DJS have collaborated to improve supervision outcomes for 18-24-year-olds.



Long-term Success

We provide a diverse range of programs to those in our care, including behavioral health, education, and peer support.



Pretrial Services Program

Eligible adults are supervised before trial to reduce jail time, increase compliance with conditions, and reduce recidivism.



Dynamic Security

By establishing and maintaining positive rapport between residents and team members, overall security is enhanced.

HOW WE MEASURE SUCCESS

Behavior Change

We measure the percentage of residents who receive evidenced-based treatment and intervention at a dose researchers have determined is high enough for sustained behavior change. This means we can help prevent recidivism, and they can continue to work and support their families.

Team Engagement

We use an engagement survey to measure and improve team members' engagement, including their wellbeing, involvement at work, enthusiasm for our mission, and clarity about their role.

Client Support

Team members frequently receive positive behavior reports and verbal praise from residents, as well as letters of gratitude from current and past clients under supervision.

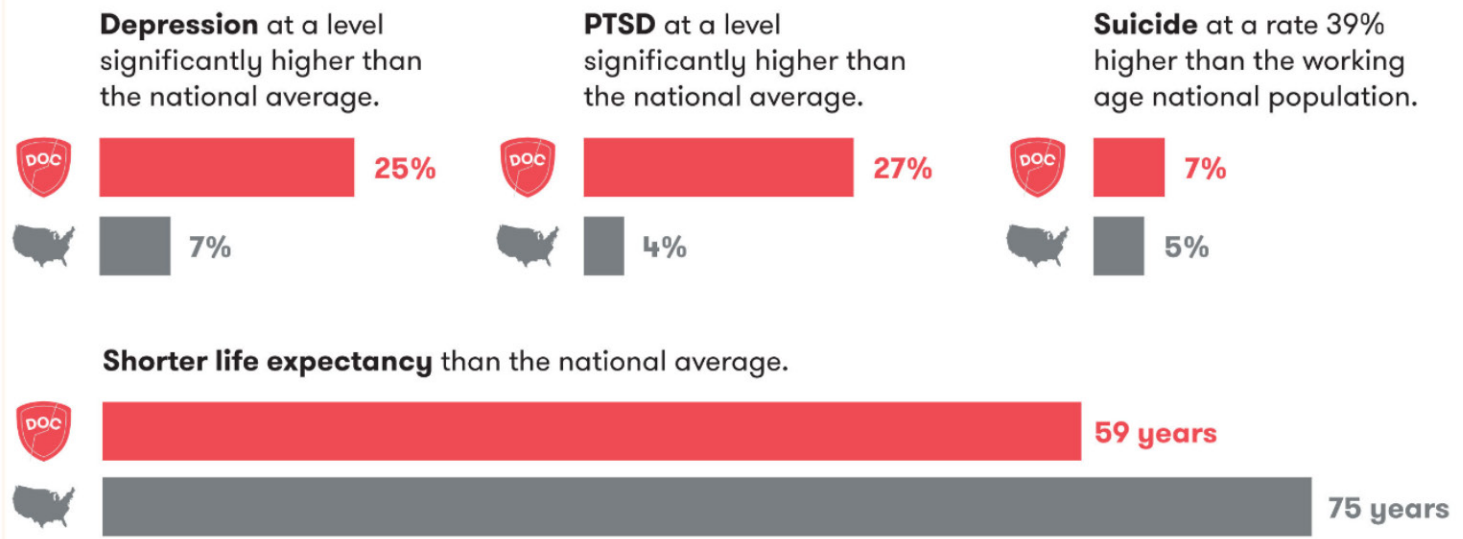
Outreach

We work with state agencies on programs, such as Free Through Recovery, and with community partners to refer clients to behavioral health, housing, employment, and other community resources. We join in events and networking opportunities with stakeholders within ND and nationally.

CORRECTIONS IS DIFFICULT AND DANGEROUS WORK.

Our goal is to become the healthiest and most engaged corrections and law enforcement workforce in the nation to enable the ability to attract, engage and develop mission-driven, high-performing team members. Working in corrections takes a toll on team members.

Corrections officers experience...



WORKING IN STATE CORRECTIONS PAYS LESS.

Current ND DOCR Correctional Officer starting pay (hourly rate)

Correctional Officer II - \$23.79

Current ND Burleigh County Correctional Officer starting pay:

Correctional Officer II - \$26.86 (\$27.61 after probation)

Difference = -20.7%

Current ND DOCR Parole and Probation Officer average pay (monthly rate):

Parole Officer II - \$5,585

Projected ND Market average pay:

Police Detective - \$6,840

Difference = -22.5%

Different Retirement Plans

DOCR Correctional Officers are the only corrections and law enforcement staff in ND, not currently in Public Safety retirement plan.

DOCR estimates approximately 450 DOCR corrections professionals need to move into the Public Safety retirement plan for statewide parity.

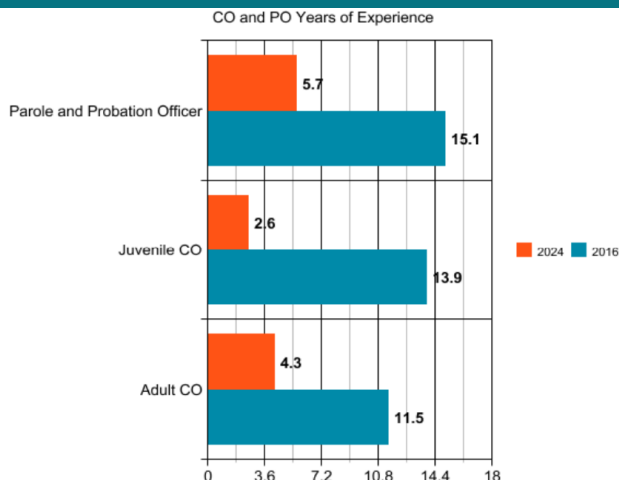
CORRECTIONS IS DIFFICULT AND DANGEROUS
WORK.

WORKING IN CORRECTIONS MEANS HIGH TEAM MEMBER TURNOVER.

ND Department of Corrections and Rehabilitation, Employee Turnover Rates ND DOCR Turnover by Division 2011 - 2024													
Year	All DOCR	All Division of Adult Services	All Division of Juvenile Services	Youth Correction Center	DJS Community	Parole & Probation	Missouri River Correction Center	James River Correction Center	ND State Penitentiary	Heart River Correction Center	Central Office	Rough Rider Industries	Biennium Average
2011	14.3%	14.3%	16.6%	17.6%	13.9%	6.0%	4.8%	20.8%	14.2%	n/a	9.9%	23.2%	
2012	18.4%	17.7%	22.4%	21.8%	13.9%	8.0%	31.4%	16.2%	23.6%	n/a	10.6%	22.2%	16.3%
2013	17.4%	17.5%	18.7%	14.3%	35.2%	4.9%	21.0%	21.3%	21.5%	n/a	15.5%	3.1%	
2014	19.9%	18.8%	19.2%	23.6%	6.8%	4.7%	27.4%	26.6%	29.7%	n/a	10.5%	6.5%	18.6%
2015	20.9%	20.6%	29.0%	27.7%	23.7%	3.7%	27.4%	25.0%	26.8%	n/a	11.3%	10.1%	
2016	20.5%	19.0%	27.8%	28.9%	40.6%	8.9%	14.0%	27.0%	18.4%	n/a	23.3%	16.1%	20.7%
2017	16.5%	15.0%	25.5%	25.7%	25.0%	4.1%	18.4%	18.9%	22.3%	n/a	10.9%	6.5%	
2018	18.6%	17.1%	25.0%	24.5%	26.5%	9.0%	14.0%	20.0%	24.6%	n/a	9.4%	10.7%	17.6%
2019	18.9%	19.6%	14.2%	13.3%	16.7%	9.8%	17.6%	18.2%	23.8%	n/a	26.5%	10.3%	
2020	17.4%	17.0%	20.6%	23.7%	11.8%	11.7%	25.6%	13.2%	20.6%	n/a	21.8%	9.1%	18.1%
2021	19.7%	18.7%	26.7%	22.7%	38.2%	6.7%	20.9%	16.7%	25.3%	n/a	21.8%	21.2%	
2022	23.1%	20.0%	38.7%	38.1%	39.5%	10.1%	19.1%	21.9%	30.3%	41.9%	16.2%	8.8%	21.4%
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	17.7%	16.1%	19.4%	22.6%	22.2%	11.1%	29.8%	13.7%	33.3%	28.6%	14.2%	11.4%	19.4%
2024	19.3%	17.5%	21.2%	24.6%	24.2%	12.1%	32.5%	14.9%	36.3%	31.2%	15.5%	12.5%	Projected
Overall Average	19.0%	18.0%	23.9%	23.5%	24.9%	7.8%	20.3%	20.2%	23.6%	41.9%	15.8%	12.0%	

Correctional Officer (CO)	2015	2016	2017	2018	2019	2020	*2021	*2022	2023	2024	
Correctional Officer I and II											RN, LPN, and DCA (all levels)
Overall Average	35.8%	25.4%	49.7%	30.9%	32.4%	33.1%	32.4%	32.3%	27.7%	42.1%	
NDSP CO I and II	33.6%	24.0%	39.7%	39.3%	32.5%	32.3%	31.0%	42.6%	31.7%	34.7%	2017
JRCC CO I and II	30.1%	39.7%	49.3%	33.3%	28.4%	24.3%	28.2%	29.4%	24.0%	23.1%	2018
MRCC CO I and II	43.8%	12.5%	60.0%	20.0%	36.4%	42.9%	38.1%	25.0%	27.3%	68.8%	2019
includes temporary CO's * no longer hiring f/t temporary CO's											2020
Residential Treatment Agent		2022	2023	2024							2021
		55.0%	58.8%	65.5%							2022
Juvenile Institutional Residence Specialist (JIRS)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2023
JIRS I and Temp JIRS	51.9%	63.0%	48.1%	46.4%	11.5%	26.9%	15.4%	80.0%	33.3%	60.0%	2024
JIRS II	12.5%	25.0%	25.0%	37.5%	20.0%	25.0%	43.8%	33.3%	27.3%	10.0%	
Security Officer	n/a	n/a	n/a	22.2%	22.2%	62.5%	37.5%	66.7%	42.9%	66.7%	

TEAM MEMBER JOB EXPERIENCE



CORRECTIONS IS DIFFICULT AND DANGEROUS WORK.

WORKING IN CORRECTIONS MEANS HIGH TEAM MEMBER TURNOVER.

Team Member Hiring and Separations Continue to Increase

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

Team Member Disciplinary Actions *includes pre-actions and PIP's

Total Disciplinary Actions by Year

2017	173
2018	250
2019	174
2020	180
2021	254
2022	174
2023	132

DOCR TEAM MEMBER ENGAGEMENT

DOCR TEAM MEMBER ENGAGEMENT

	Engaged	Not Engaged	Actively Disengaged
	<ul style="list-style-type: none"> Enthusiastic Drive high performance & innovation Move the organization forward 	<ul style="list-style-type: none"> Unattached to their work Minimal effort Little motivation No energy or passion 	<ul style="list-style-type: none"> Undermine coworkers Disruptive Resentful Low productivity Low quality of work
DOCR 2020	26%	54%	20%
DOCR 2021	29%	49%	22%
DOCR 2022	24%	56%	20%
DOCR 2023	34%	49%	17%
Change 2022-2023	+10%!!	-7%	-3%

TEAM MEMBER ENGAGEMENT



DOCR CORRECTIONAL FACILITY OVERTIME COSTS

	FY24	FY23	FY22
YCC Security	\$ 265,820	\$ 185,973	\$ 132,137
JRCC Security	\$ 1,529,746	\$ 1,065,256	\$ 902,575
MRCC Security	\$ 155,797	\$ 139,692	\$ 91,081
HRCC Security	\$ 149,939	\$ 106,608	\$ 45,048
NDSP Security	\$ 1,678,840	\$ 1,446,746	\$ 1,221,335
	\$ 3,780,142	\$ 2,944,275	\$ 2,392,176

ADULT FACILITIES

The North Dakota State Penitentiary (NDSP) is the maximum custody prison housing male residents. NDSP provides housing for up to 779 maximum and medium custody residents. The male orientation unit, a behavioral intervention unit, and medical infirmary are also located at NDSP.

Restoring Promise: a housing unit designed for residents age 18-25 that is based around 4 key values: Restorative Justice, Equity, Community and Family Partnership, and Cultural Healing.

Behavior Intervention Unit (BIU): a unit designed to provide intensive interventions to residents needing segregation. The goal of the unit is to decrease the number of days spent in segregation, violent behavior, and the number of residents that are segregated at any given time.

1,124

Individuals admitted from
July 1, 2023 – June 30, 2024

807

Average daily resident population at NDSP from
July 1, 2023 – June 30, 2024

The James River Correctional Center (JRCC) is the medium security prison for men. JRCC is located adjacent to the North Dakota State Hospital (NDSH) in Jamestown and provides housing for 490 men. The Special Assistance Unit (SAU) located within the main building is a 24-bed housing unit for individuals with serious mental illness or other special needs. The James River Minimum Unit (JRMU), formerly Tompkins, is included in JRCC's overall capacity.

Akisni Warriors Lodge (AWL): a culturally-based prison recidivism reduction program, offering a 6-12 month therapeutic community designed to change negative core beliefs. The culturally rooted, trauma informed, communal program is based on the belief that change is possible and that we heal as whole people—body, mind, emotions, and spirit.

James River Minimum Unit (JRMU): 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.

475

Average daily resident population at JRCC from
July 1, 2023 – June 30, 2024

Transitional Facilities Transitional Facilities oversees all minimum custody housing facilities for the state's resident population. This includes the operation of the Missouri River Correctional Center (MRCC), a minimum custody prison for adult males in Bismarck, the oversight of all contracted transitional facilities across the state, and the Office of Facility Inspections. MRCC capacity is 187.

Contact Officer Program: The purpose of the Contact Officer is to support residents who are identified as susceptible to risky behavior and to support positive growth while at MRCC.

Work Programs: The primary goal of MRCC work programs is to help inmates reintegrate into society by allowing them to gain work experience, earn wages, and develop skills that will assist with their post-release transition. Institutional work programs typically involve developing a skill or trade, aim to provide services such as maintenance and kitchen duties or provide the opportunity for community-based work for eligible candidates. Work programs aim to balance rehabilitation and public safety by offering a bridge between prison life and life in the community.

Jail Overflow: DOCR bed space for male residents is exhausted, which leaves the DOCR to contract with county jails to house residents for the DOCR on overflow status. On January 6, 2025, there were 236 male residents in county jails across the state on overflow status.

189

Average daily resident population at
MRCC from July 1, 2023 - June 30, 2024

119

Male Transitional Beds (Halfway Houses) average daily
population between July 1, 2023 - June 30, 2024

ADULT FACILITIES

The Heart River Correctional Center (HRCC) a 54 bed, minimum security facility for women. The team uses a gender responsive and relational models to support the women in their care and custody. This model is rooted in the following facts: Women have life experiences that create different pathways to crime. Women tend to be less violent than men. Women tend to have substance abuse problems and mental health needs that are linked to traumatic experiences. A focus on protective factors and strengths improves outcomes with women in correctional facilities and the community.

Vocational Rehabilitation has partnered with onsite visits since August 2022. 70 referrals have been made with 42 intakes being completed onsite at HRCC (in person and Zoom).

51

Average daily resident population at HRCC
July 1, 2023 - June 30, 2024

Dakota Women's Correctional Rehabilitation Center (DWCRC) is a 126-bed contracted women's prison located in New England consisting of all custody levels and a women's orientation unit, infirmary, and special management unit. In addition to housing women at DWCRC, the DOCR contracts with transitional facilities across the state to house and provide programming to minimum-security women.

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

Peer Support: DWCRC has implemented a robust peer support program to provide services to the residents at DWCRC for support, intervention or de-escalation.

123

DWCRC average daily
population for July 1, 2023 - June 30, 2024

294

Number of new arrivals between
July 1, 2023 - June 30, 2024

Southwest Multi-County Correction Center (SWMCCC) or DWCRC-Dickinson is the jail in Dickinson, ND. This is a 16 bed unit for female overflow that offers case management, programming, and medical services to female offenders.

Women's Treatment and Recovery Unit (WTRU) opened at the Bismarck Transition Center (BTC) in late September 2023. This 20-bed unit offers gender responsive substance abuse programming.

19

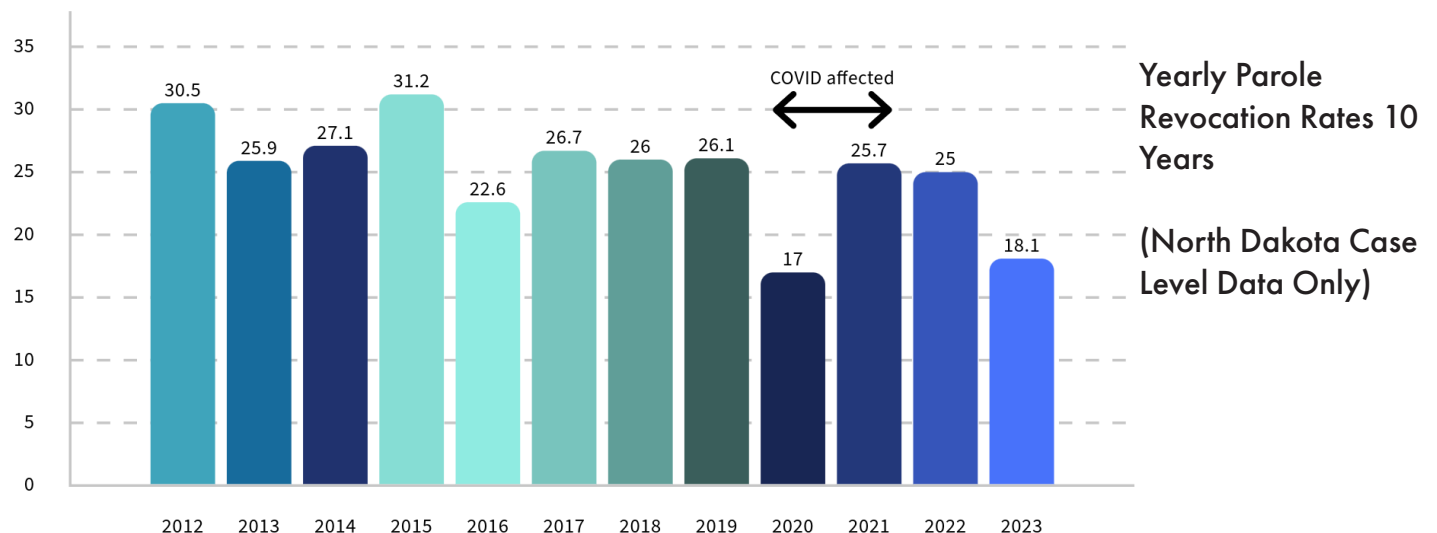
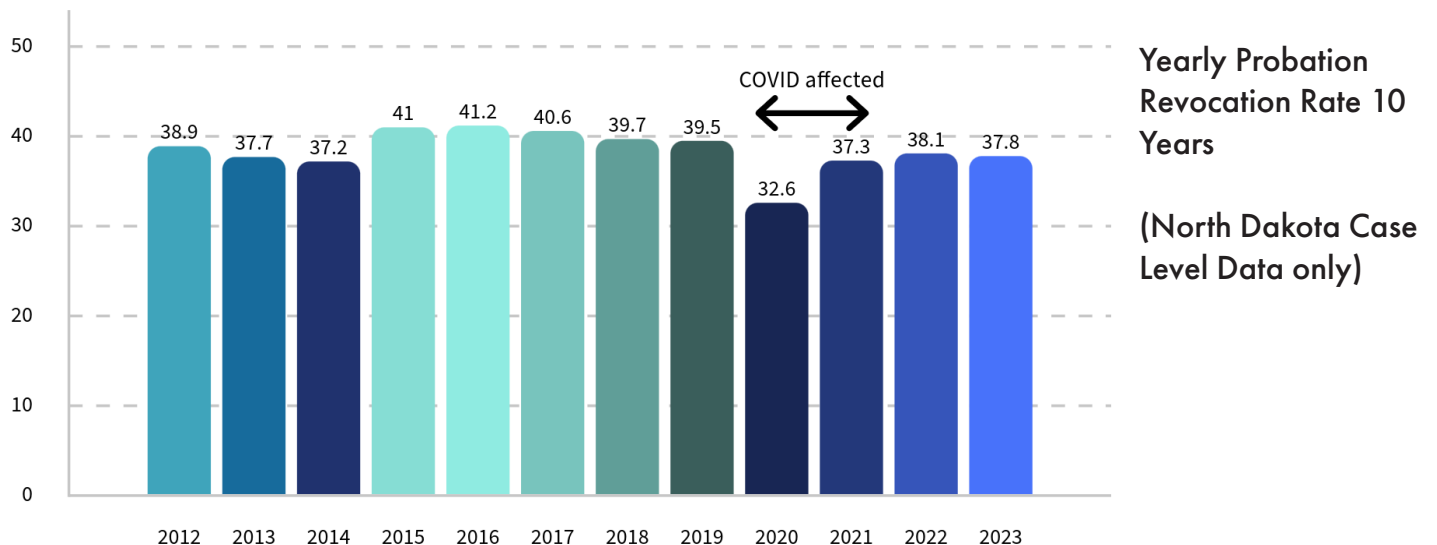
Average daily population between
October 1, 2023 - July 30, 2024

71

Number of women who have completed WTRU
programming as of November 2024

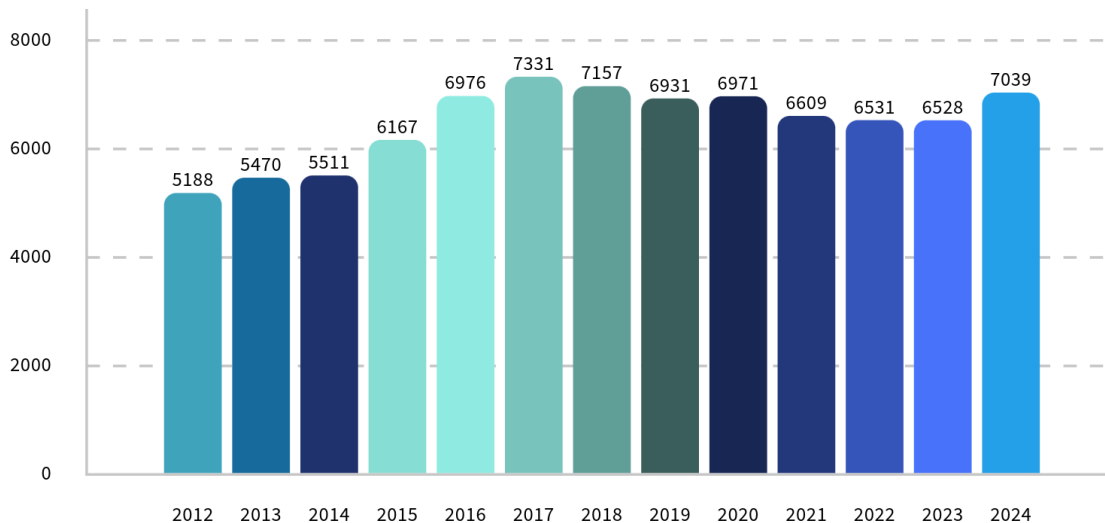
PAROLE, PROBATION, & PRETRIAL SERVICES

Parole, Probation & Pretrial Services delivers supervision for adults on parole, supervised probation, community placement, community civil commitment and pretrial in the community. Parole and Probation Officers are sworn peace officers with law enforcement responsibilities and skills to enforce the terms of supervision and uphold the law. Officers and non-sworn 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. Parole and Probation has 144 FTE team members, 108 of which are sworn peace officers. There are 17 district offices throughout the state with approximately 7,100 adults under supervision.



PAROLE, PROBATION, & PRETRIAL SERVICES

- Expanded Pretrial Services to include Grand Forks County.
- Collaborated with the Department of Health and Human Services to increase usage of the Tompkins Center by supervised adults to deliver ASAM Level 3.5 substance use treatment.
- Secured a \$2.54 million grant to enhance services and expand six drug courts throughout North Dakota.
- Expanded contracted behavioral health services with Southwest Multi-County Correctional Center and Management and Training Corporation to include McKenzie County Correctional Center, and the Rolla/Bottineau areas. Expanded ASAM Level 1 substance use treatment to statewide access utilizing telehealth services
- Implemented the Risk Matrix sex offender assessment and updated supervision risk levels in the Docstars client management system to enhance supervision of adults convicted of sexual offenses.



People supervised
by Parole &
Probation (1-day
counts)

Note: One-day
count taken Jan. 1st
of each year

7,132 individuals: 5,170 men & 1,962 women

52 individuals daily with SCRAM

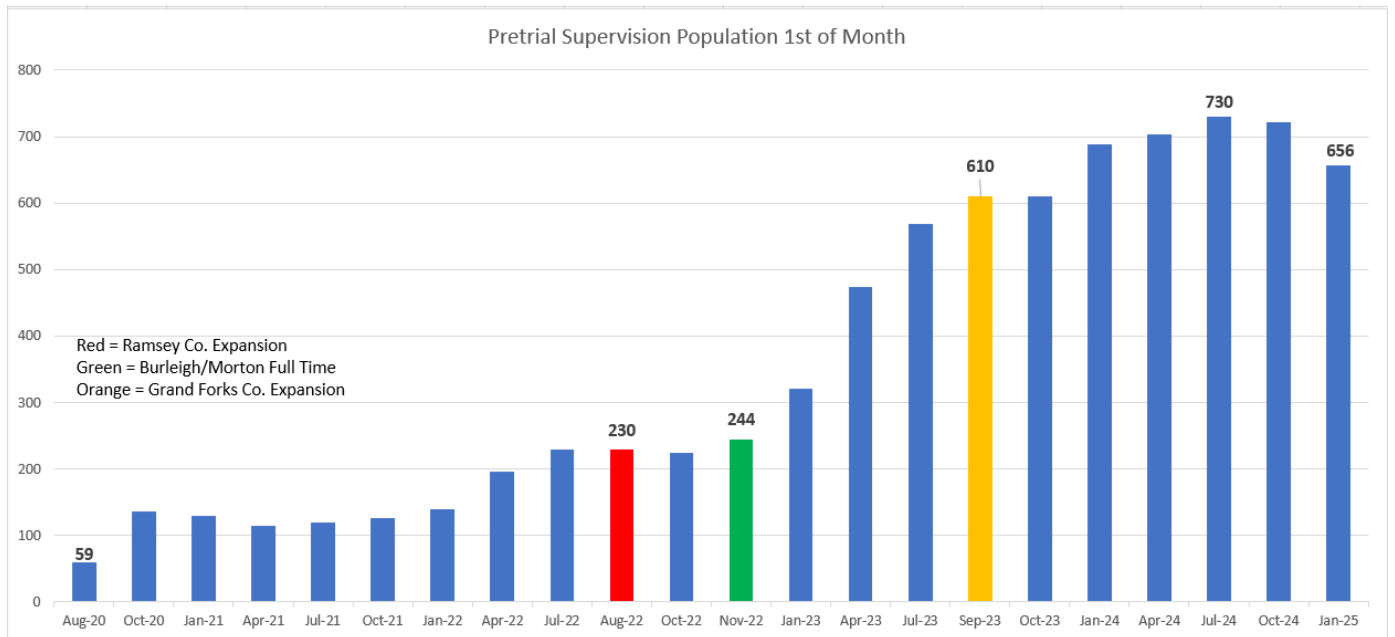
71 individuals daily on GPS

Completed **403** pre-sentence investigations in
2023-2024

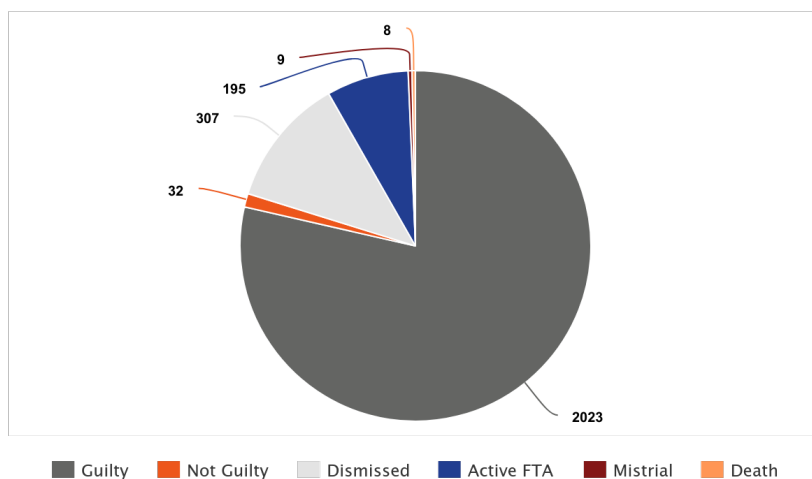
PRETRIAL SERVICES

"Pretrial is the best thing the DOCR has done." - Judge Cynthia Feland

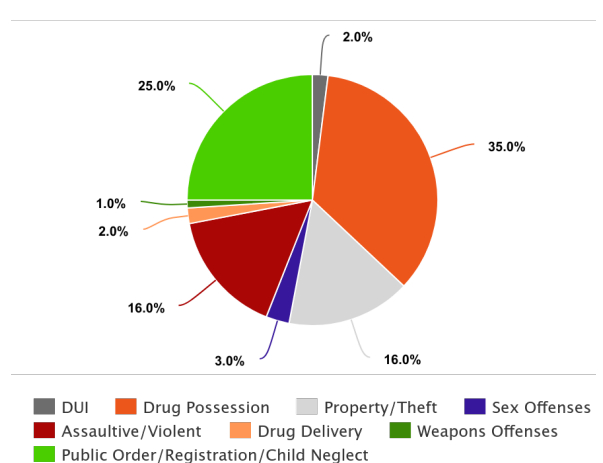
The goal of pretrial services is to increase compliance with court attendance and reduce additional criminal behaviors. Pretrial supervision offers relief to county jail resources by providing the Court the option to place a defendant on community supervision in lieu of, or in addition to a cash bond, subject to certain release conditions. Pretrial supervision allows the defendant the opportunity to continue employment, keep housing, access needed services, and maintain community supports that may otherwise be interrupted with pretrial incarceration. Finally, pretrial supervision provides the Court additional information about the defendant, as well as reporting of violations of supervision much more timely than a cash bond.



Case Closure



Pretrial Crime Frequency by Category

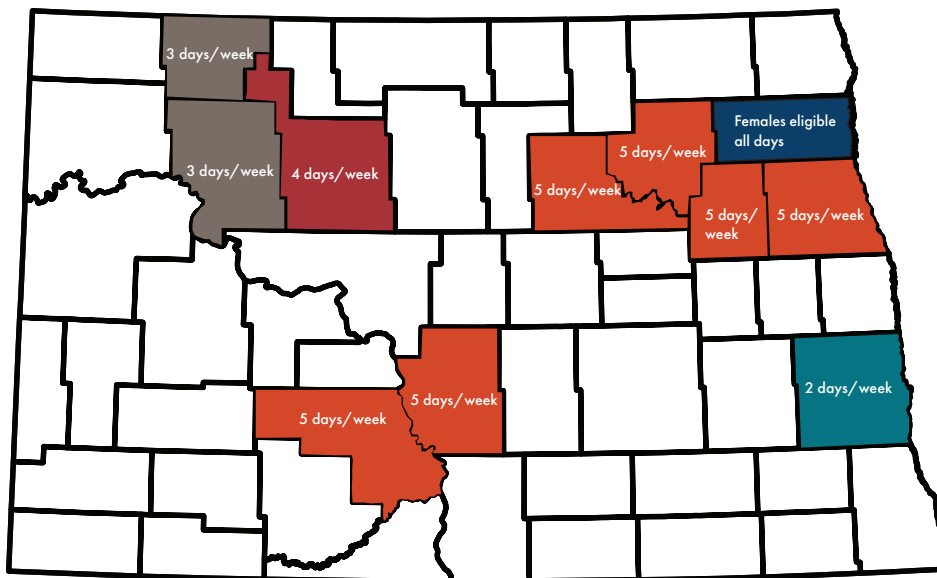


In total, there have been 2,574 closed cases in pretrial services. The average defendant spends 115 days on pretrial supervision. The longest any one defendant has been on supervision is 590 days. The graph on the left is the list of all cases closed out from pretrial services and how they were closed.

PRETRIAL SERVICES

"Pretrial is not about letting people out of jail, it is about community safety."

Currently, Burleigh, Grand Forks, Morton, Ramsey, Benson, and Nelson counties are full time. Ward, Mountrail, Burke, Grand Forks, and Cass counties are all part time. Walsh County females are eligible for pretrial services.



As of December 1, 2024

Adults supervised with one pretrial case: 665
Male: 446
Female: 219

Bismarck (Burleigh & Morton Counties)

Number of FTE: 7
Probation Officers: 3
Case Managers 3
Program Manager 1
Number of adults ordered to pretrial supervision: 359

Minot (Ward, Mountrail, Burke): Number of FTE: 2, Probation Officer: 1, Case Manager: 1, Number of adults ordered to pretrial supervision: 78

Devils Lake (Ramsey, Benson, Nelson): Number of FTE: 2, Case Manager: 2, Number of adults ordered to pretrial supervision: 68

Grand Forks (Grand Forks County): Number of FTE: 3, Probation Officer: 1, Case Manager: 1, Lead Officer: 1, Number of adults ordered to pretrial supervision: 40

Fargo (Cass County): Number of FTE: 2, Case Manager: 2, Number of adults ordered to pretrial supervision: 72

ONE DAY SNAPSHOT OF PRETRIAL SERVICES IN THREE COMMUNITIES

As of December 1, 2024

	Current community pretrial count	Current jail count	Total jail capacity
Burleigh/Morton	359	295	555
Cass	72	330	348
Lake Region	68	49	105

The estimated cost of pretrial supervision by ND DOCR Parole, Probation and Pretrial Service staff is \$1.48 per day.

"I have seen the difference pretrial is making in people's lives that they are supervising." - Judge Doug Mattson

REENTRY SERVICES

Results from the 2023-2024 North Dakota Justice Reinvestment Initiative Reentry Study Work Group, completed with the assistance of the Crime Justice Institute, identified that from 2011 to 2021, the U.S. adult prison population fell by approximately 25%, but North Dakota's adult prison population grew over 18%. Drug/alcohol offenses were the most common reason for prison admissions in North Dakota and over one-third of prison admissions in 2023 were admitted on a drug or alcohol offense. In 2023, 42% of admissions for drug or alcohol offenses had a possession offense and nearly half of admissions to prison in 2023 were for revocations from supervision.

The goals from the reentry study were identified as:

- Expand pathways to alternatives to incarceration through community based interventions
- Decrease the number of individuals entering prison due to a drug or alcohol offense or revocation from supervision
- Reduce racial disparities in the criminal justice system
- Increase cross-agency collaboration between system partners
- Further support successful transition back into the community by increasing access to housing and healthcare

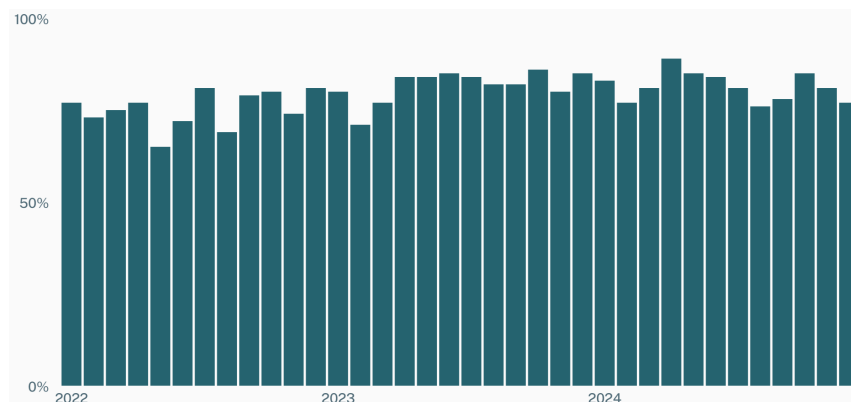
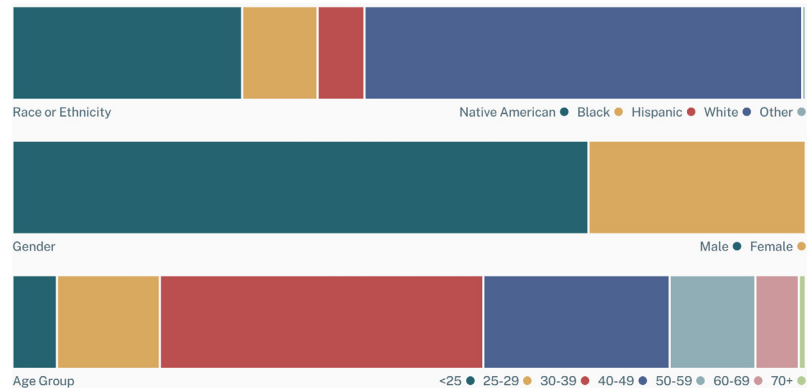
With the ever-growing need of improved and increased reentry services in North Dakota, in September 2024, the DOCR hired a Re-entry Program Manager that will focus entirely on expanding services, bridging the gaps, aligning resources, engaging communities and tribal leaders and supporting legislative efforts. We will begin to address reentry as a continuum that starts at those first steps into prison, extends through incarceration and follows individuals as they transition to the community.



REENTRY SERVICES

Who is on parole?

Parole is granted to people in prison with a track record of good behavior as a way to complete their sentences in their communities.



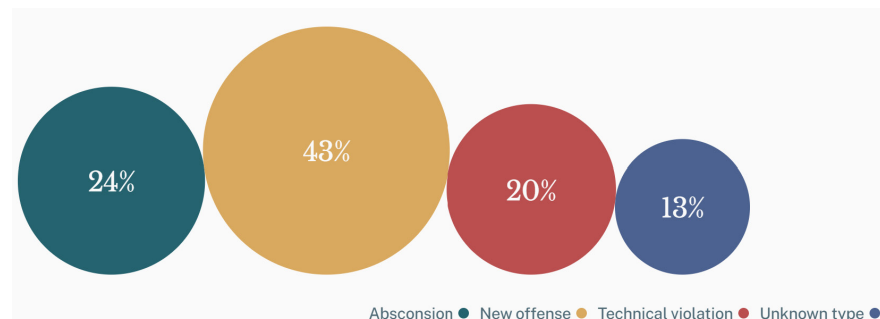
What happens after parole?

After parole, a person may be successfully discharged or revoked to prison. Take a look at how the rate of successful parole completion has changed over time, and how the overall rate of successful parole completion varies by demographic.

We have a 78% success rate

Why do revocations happen?

Revocations happen when a person on parole violates a condition of their supervision or commits a new crime. In North Dakota, parole revocations fall into one of three categories: technical violation, new offense, and absconson. This chart shows the revocation reasons for all individuals who have been on parole in the past three years.



REENTRY SERVICES

JP3 Program

In 2023, the DOCR worked collaboratively with Job Service of ND to rollout the Job Placement Program (JP3). Since inception of the program, there have been 277 referrals. Currently there are 86 individuals in the program with an 73% employment rate.

Referrals since program start (7/4/23): **281**

Completed intakes since program start (7/4/23): **217**

(87 Active Participants + 129 Exited Participants + 1 Participant On-Hold)

Referrals pending release/scheduling: **25**

Referred, not enrolled (no show, etc.): **39**

Participants On-Hold: **1**

Exited Participants: **129**

Successfully-Exited: 67

Unsuccessfully-Exited: 62

Fled: 4

Medical: 3

Noncompliance: 32

Reincarcerated: 15

Relocated: 8

Current Active participants (total case load): **87**

Participants currently employed: **67 out of 87 (77%)**

Total support services dollars spent for current PY: **\$44,929.63**

Plus FY23 dollars (\$85,662.34) = **\$130,591.97 spent in program**

MTC/SWMCCC Contracts: The DOCR has contracted with two behavioral health providers to provide cognitive restructuring programs and substance abuse treatment to those currently on parole and probation and individuals housed in county jail on overflow.

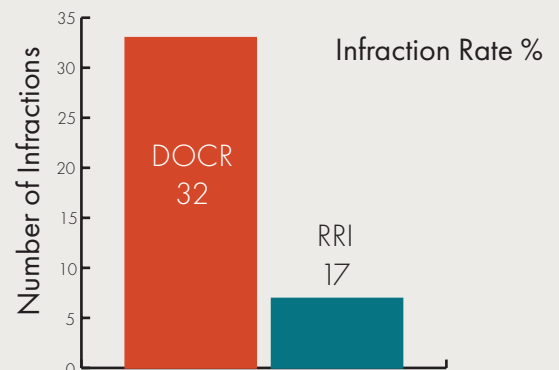
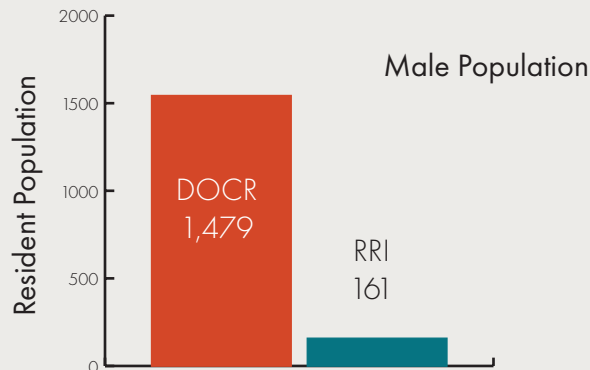
ROUGH RIDER INDUSTRIES

Rough Rider Industries' (RRI) program objective is to provide adults in custody the opportunity to develop work skills that increase their chances of obtaining meaningful employment upon reentry. RRI provides training and learning opportunities in a variety of skill sets and trades, while utilizing the latest manufacturing technologies and production equipment.

Manufacturing Industries at RRI include furniture, seating, upholstery, CAD and graphic design, signs, license plates, laser cutting and engraving, metal fabrication, sandblasting, wet or powder paint, sewing and garment, plastic bags, welding, sandbagging, livestock care, and commissary.

11% The total resident population employed at DOCR facilities. Compares favorably to the national average of **7.9%** of residents employed in correctional industrial programs.

16% The total percentage of those enrolled in the RRI program who commit some type of rules violation compared to **33%** of non-RRI residents.

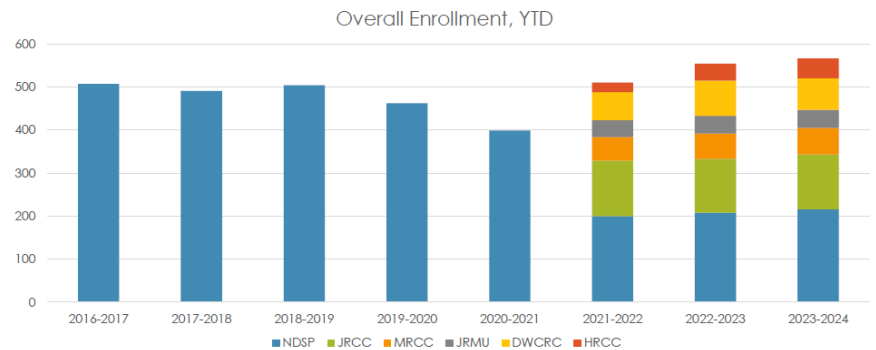
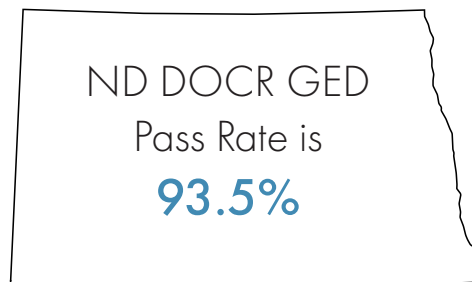


Examples of RRI products

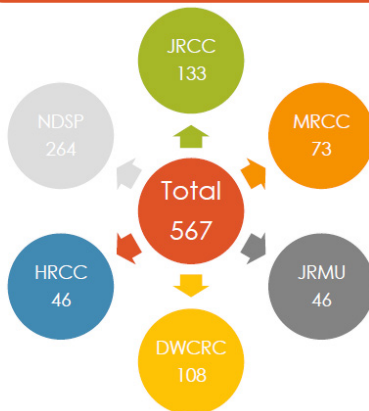


EDUCATION DIVISION

The education division exists to provide educational services and workforce readiness programming to residents at the North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, Heart River Correctional Center, and the Youth Correctional Center. All facilities are accredited Adult Learning Centers and GED Testing Sites. Additionally, the Youth Correctional Center is a fully accredited middle and high school, known as Marmot School through the Department of Public Instruction.



Adult Basic Education (ABE) students served



Division of Adult Services GED graduates biennium to date: (7/1/23-11/30/24): **108**

Juvenile students served biennium to date: **84**

Juvenile high school diploma and GED diplomas biennium to date: **14**

Total high school credits earned biennium to date: **121.5**

High school diplomas for adults: **3**

EDUCATION DIVISION

ND DOCR has been in the **top five** GED passing rates in the nation. The education division's main goals for the 2023-2025 biennium have been to maintain the high quality high school and adult learning coursework, increase student reading abilities using Science of Reading anchored programs Reading Horizons and Student Achievement in Reading (STAR), continue to offer elective options to the population to assist in successful re-entry: computer and digital literacy skills, financial literacy, and assist in the career readiness partnership with Job Service ND, and increase post-secondary learning and certification.

186 students
completed PIO

Parenting Inside Out (PIO) is an offering that successful completion assists in reunifying families.

609
completions

Post Secondary certifications include industry recognized credentials like ServSafe, OSHA 10, and Flagger.

3 full program
completers

The Last Mile has had three full program completers. Thirteen additional students have completed the first six month portion.

15 CDLs &
15 COLs

Since 2022, the DOCR has assisted 15 individuals in earning their Commercial Driver's License (CDL) and 15 individuals in earning their Crane Operator's License (COL).

The FAFSA Simplification Act signed into law in 2020 restored Pell Grant Eligibility to incarcerated individuals for the first time since 1994. Studies consistently show that access to education significantly reduces recidivism rates by equipping individuals with marketable skills and improving their chances of successful reintegration into society.

By leveraging partnerships with accredited institutions like Bismarck State College and Valley City State University, the DOCR will ensure the delivery of high-quality educational content and support services, including academic and vocational counseling. College courses are scheduled to begin in 2025.

These partnerships advocate for fair chance opportunities and enhance the relevance of education to current job markets. By breaking the cycle of incarceration and unemployment, the initiative promotes public safety and strengthens community resilience. By investing in education, the department aims to empower individuals, reduce recidivism, and foster a more inclusive and productive society. ND DOCR has partnered with Ashland University since 2021 as an experimental Pell Grant site.

- Associate of Arts degrees: 10
- Bachelor of Arts degrees: 3

BEHAVIORAL HEALTH

The Behavioral Health division offers both group and individual services to our residents within the DOCR. The goal of service provision is to provide the opportunity for individuals within our system to receive care for both criminogenic and mental health concerns. Our programming is based in the cognitive-behavioral theoretical orientation and tradition which aids individuals in making connections between their thoughts, feelings, and behaviors. CBT is an evidence-based orientation for individuals in the criminal justice system and is supported by years of peer-reviewed research suggesting efficacy and effectiveness within carceral systems.

Statistics (Men: 7/1/2022 - 6/30/2024)

Assesment Type	Total	% Referred
Substance Use	1,818	86
Conflict Resolution Programming	1,212	16
Sexual Offense	140	11
Thinking for a Change	1,949	32
Program	% of Men Referred Upon Entry to Prison	
New Pathways to Healthy Relationships	17	
Psychiatric Medication Monitoring	24	
Mental Health Release and Integration	5	
Program	Total Completions	
Thinking for a Change (T4C)	273	
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	990	
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	108	
New Pathways to Healthy Relationships (NPHR)	301	
Conflict Resolution Program (CRP)	198	
Overall Total	1,870	

Statistics (Women: 7/1/2022 - 6/30/2024)

Program (DWCRC, HRCC, BTC, WRTU)	Total Completions
Thinking for a Change (T4C)	16
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	162
Seeking Safety	99
Responsive Risk Reductions for Women (RRRW)	46
Beyond Trauma	42
Beyond Violence	47
Moving On	62
Overall Total	474

FREE THROUGH Recovery

Community-Based Behavioral
Health Services

1,451 current participants

4,355 current biennium

52 different provider agencies

More than **7,380** unique participants since
Feb. 1, 2018

69% met at least 3 out of 4 positive outcomes

89% assessed as posing a moderate-high or
high risk for recidivism

42% report co-occurring mental health and
substance use disorders

47.7% report a substance use disorder

10.3% report a mental health concern

BEHAVIORAL HEALTH

Assessment	Purpose
Substance Use Assessments	Aids in determining the use history of a resident and need for level of care and treatment placement
Sex Offender Assessments	Aids in indentifying level of risk and determining treatment placement
Psychoeducational Assessments	Determining the absence or presence of a learning disorder and need for accommodations for the GED
Psychodiagnostics Assessments	Determining the absence or presence of a DSM-5-TR disorder and recommendations for treatment
Psychosexual Assessments	Determining the absence or presence of a DSM-5-TR disorder relevant to sexual offense or civil commitment preliminary hearing review referral
Violence Risk Assessments	Determining possible risk for violence towards others utilizing actuarial risk assessments
Crisis Risk Assessments	Also known as CIRs; determines level of risk of harm to self (i.e. suicide/self-harm); determines placements on obsercation status
Special Housing Placement Assessments	Determining need for additional supports within the Special Assistance Unit or Behavioral Intervention Unit due to serious mental health or behavioral concerns and risk to self or others
Mental Status Assessment	Determining the current state of functioning for an individual to include observations and questions of present mental capacity
Mental Health Care Level	Determining the need to level of contact with behavioral health during period of incarceration based on acute and historical factors; not the sole determining factor of this contact, but one measure utilized.

Male Basic Core Programming	Basic Adjunct Programming
Thinking for a Change (T4C)	Medication Assisted Therapy Education (MAT)
Cognitive Behavioral Interventions - Substance Use (CBISA)	Forward Thinking
Conflict Resolution Program (CRP)	Nurturing Parenting Program
New Pathways to Healthy Relationships (NPHR)	Living Life Fully
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	Meta Cognitive Training
Female Basic Core Programming	Basic Adjunct Programming
Cognitive Behavioral Interventions - Substance Use (CBISA)	Parenting Inside Out
Seeking Safety (SS)	Medication Assisted Therapy Education (MAT)
Beyond Violence	Healing Trauma
Moving On	A Women's Way Through the 12 Steps
Responsive Risk Reduction for Women	Helping Women Recover
	Women's Circle
	Positive Psych Group
	Within My Reach
	DBT Skills Group
Individual Treatment Services	
Individual therapy	Check-in session
Skills practice sessions	Guided self-help

MEDICAL

The DOCR medical divisions deliver a constitutional standard of healthcare to individuals sentenced to all five facilities and the structure consists of a Physician (State Correctional Health Authority), Medical Director, Physician Assistants, a Clinical Nurse Specialist, nurses, Psychiatric Nurse Practitioner, Certified Medical Assistants, dentists, nursing teams at all adult and youth facilities, and a centralized pharmacy for all facilities including DWCRC and the Burleigh Morton Detention Center.

ND Youth Correctional Center

- Primary Care
- Nursing Care
- Dental Care
- Psychiatric Care
- Access to Specialty Care in the Community

ND State Penitentiary

- Infirmary Care
- Primary Care
- Nursing Care
- Dental Care
- Psychiatric Care
- Medication Assisted Treatment
- Access to Specialty Care in the Community

Missouri River Correctional Center

- Primary Care
- Nursing Care
- Dental Care at NDSP
- Psychiatric Care
- Medication Assisted Treatment
- Access to Specialty Care in the Community

James River Correctional Center

- Infirmary Care
- Primary Care
- Nursing Care
- Dental Care
- Psychiatric Care via telemedicine
- Access to Specialty Care in the Community

Heart River Correctional Center

- Infirmary Care
- Primary Care
- Nursing Care
- Dental Care
- Psychiatric Care via telemedicine
- Medication Assisted Treatment
- Prenatal Care
- Access to Specialty Care in the Community

The DOCR has treated and cured more patients with hepatitis C than any single healthcare system in the entire state.

The medical division continues to follow guidelines to qualify for 340B pricing, saving millions of dollars on medications dispensed by the DOCR pharmacy.

Onsite sleep studies – we have performed 25 studies, 24 of which were positive for sleep apnea. This has saved 392 hours of downtown runs since February 2024.

- **Growth in Medications for Opioid use disorder program:** All adult residents with moderate or severe opioid use disorder are offered treatment with injectable buprenorphine 90-120 days before release with community follow up arranged before release.

We are providing about 45 injections monthly as part of re-entry

The program is entirely grant funded costing about \$63,000/month

- **Hepatitis C:** With our current funds, NDSP will be hepatitis C free by June. For the next biennium, funds will be used to treat everyone on arrival

509 people treated since July 2021

We have decreased the incidence of hepatitis C on intake from 16.2% in 2015 to 11.7% in 2024. Most of the change occurred since 2021

Partnered with DHHS and CDC on hepatitis C eradication strategies

MEDICAL

- **Screenings:** Approximately 1,600 residents are screened annually by the DOCR for latent Tuberculosis (TB) infections, HIV, Hepatitis C, and STDs.
The DOCR treated 32 patients for latent TB in 2022 and 52 patients in 2023.
Added screening for syphilis infections in our male intake facility as infections in the community have doubled in the last two years.
\$10,000 from DHHS to cover testing costs for a year
There were 200 cases statewide last year – we have diagnosed and treated 50 cases since April 2024
- **Cologuard screening:** 56 tests completed since February 2024, saving nearly 260 hours of downtown runs
- **Pharmacy:** On average, dispenses 5,600 prescriptions per month to seven different state facilities 100 prescriptions per month to four different county facilities
- **Dental:** In September 2024 alone, dental had 99 intake patients, 352 non-intake patients, and provided \$131,742.00 worth of services
 - 63 extractions
 - 79 fillings
 - 3 crowns
 - 1 root canal
- **Increased on site services:** Promotes wellness for residents and improves wait times by decreasing the need for out-of-facility appointments. On-site services reduce risk to the community by keeping residents (inmates) in the facility for required testing as well as the officers who would have to transport. It also provides a more humane approach to standard of care without needing to wear orange, cuffs, and shackles.
 - Optometry
 - Full dental
 - X-rays
 - Psychiatry
 - Sleep studies
 - Physical therapy
 - Primary care
 - Infectious disease specialty care
 - Ultrasound scans
 - Colorectal cancer screenings

DIVISION OF JUVENILE SERVICES

- 155 new custody commitments each year
- 2 year post-commitment analysis reveals 46% of youth had no further arrests
- Of those who were arrested, about half were charged with a misdemeanor
- 61% received intervention at the Youth Correctional Center, and 39% received only community-based services and supervision

1,048 Youth & Young Adults Supported Annually*

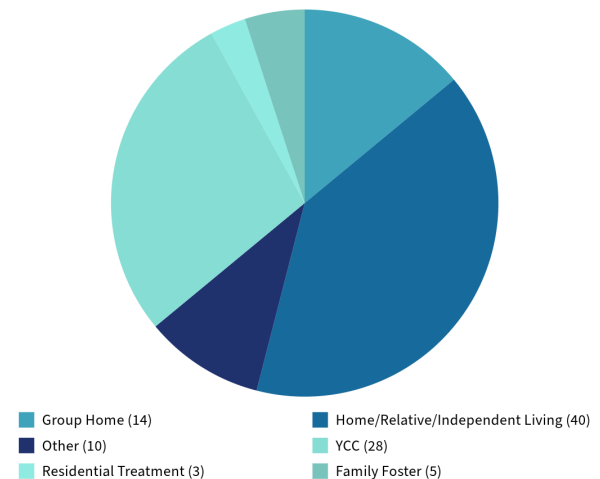
Family Therapy (Brief Strategic Family Therapy)

- 163 youth clients whose behaviors prompted referral to therapy
- 411 family members impacted
- Families are reaching the clinical targets for their family plans in an average of 113 days
- Research suggests that progress towards symptom reduction will continue post intervention

Young Adult Pilot Project

- 105 young adults
- Four DJS team members supervise an average of 64 young adults on a monthly basis in collaboration with Parole and Probation
- In an effort to improve outcomes for 18-24 year olds with an adult probation sentence, developmentally appropriate youth supervision techniques are utilized in this pilot project

**Average 1 day count
(in percentages)**



Non-Custodial Services (YCC)

- 118 detention placements
- 257 interstate compact transactions

Day Treatment

- 250 students served
- Maintained living environment: 91%
- Maintained/improved school attendance: 80%
- No contact with law enforcement: 75%

DIVISION OF JUVENILE SERVICES

Family Therapy (Brief Strategic Family Therapy)

- This evidence-based in-home intervention targets youth between the ages of 6 and 17 who are displaying behavior problems including substance abuse, conduct problems, and delinquency.
- Interventions are delivered in 12-15 sessions over an average duration of 3-4 months.
- The framework considers the youth's symptomology to be rooted in maladaptive family interactions: inappropriate family alliances, overly rigid or permeable family boundaries, or parent's tendency to view the youth as responsible for the family's troubles.
- BSFT is designed to create change in the functioning of the entire identified family system.
- The clinical target is developing stability in the family system and restoring hierarchy of the parental figures
- Once the family has stabilized, the need for further interventions can be assessed.

Day Treatment (School-based intervention classrooms)

Program Goals

- Prevent out-of-home or more restrictive placements of youth in the child welfare or juvenile justice systems
- Reduce the number and severity of law enforcement contact and citations
- Improve specific classroom behavior problems and decrease in-school disciplinary actions
- Increase school attendance, achievement, and engagement in youth in order to reduce truancy and drop-outs
- Increase success with youth that are transitioning back into school from a placement, foster home, or living with a guardian
- Improve classroom proficiency and/or grades of the student

CENTRAL OFFICE

Fiscal Services provides services that include purchasing, warehousing, accounts payable, accounts receivable, fixed assets, resident account services and grants and contracts for the entire DOCR.



425

active service contracts



\$2,737,922.96

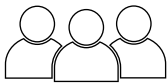
The value of 347,235 items issued in DOCR warehouse operations in 2023

\$29M

managed in grant funds

\$6.7M

in additional new grants applied for



1,750

resident accounts managed and oversee
6,200 active supervision
fee accounts



\$6.4M

per biennium billed to offenders, averaging 25% collection rate



170

state purchasing cards averaging \$606,000 in purchases each month

Victim Services provides administration of the Crime Victims Compensation (CVC), the Federal Victim of Crime Act (VOCA) and State Crime Victim Assistance (CVA) grants. State victim communications are administered using SAVIN and the DOCR victim coordinator for direct communications on resident/ offender movement across facilities, hearings and release programs.



6,928

SAVIN/Victim Coordinator communications sent on an average per year

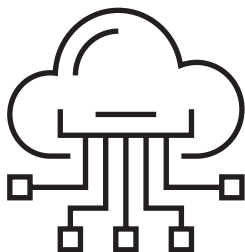
177,000

Victims across the state were served by our VOCA subrecipients in 2023.

Victims State Compensation processes **1,200** applications and

2,500 claims and reimburses

\$955,000 per biennium to Victims and providers of services to Victims of Crime



The I.T. Division: Through our partnership with North Dakota Information Technology, we achieved advancements in community and facility safety. Key IT project highlights include the installation of additional facility cameras and an MRCC body scanner, fiber line modernization at JRCC and MRCC, and enhancements to the EHR system.

We also successfully completed a major server migration project and conducted a comprehensive infrastructure assessment at NDSP to identify vulnerabilities and recommend essential security hardware upgrades.

Our efforts prioritized data-driven enhancements, such as Power BI development and business process mapping for the client management system analysis project. These initiatives are critical steps in preparing the DOCR for modernization, streamlining its processes, and optimizing data usage.

Additionally, we supported an education university system pilot to foster further innovation and collaboration.

CENTRAL OFFICE

The Physical Plant Services Division is responsible to provide a safe and secure living environment for all of the individuals that have been committed into any one of the four state-funded facilities. 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 provides 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.

The Physical Plant Services supports the DOCR mission and vision by creating a safe, productive, working and living environment through customer satisfaction, effective asset management, and diligent risk mitigation.

Building	NDSP	Year built	Sq. Ft.	Building	Year built	Sq. Ft.
Education		1990	8,200	Lift Station	1952	300
DOCR Building		2012	25,510	Building A	1982	34,000
Power Plant		1982	16,554	Building B	1982	16,000
Chiller Building		1982	1,974	Building C	1982	6,000
Warehouse		2012	15,300	Showroom (RRI)		9,600
MTU Building		1981	11,000	Dairy Barn	1928	14,400
Visitation		1987	1,680	JRCC		
Laundry/Storage		1990	2,880	Administration	1966	41,380
Food Service		1990	23,000	ET Housing	1936	87,530
West Cell House		1960	43,000	Amusement Hall	1924	15,210
South Unit		1987	13,752	Inmate Dining Rm.	1925	29,700
North Unit		1987	41,840	Kitchen	1966	24,250
Mandan St./Dairy Barn		1926	15,000	Laundry	1938	19,600
Veh. Mach. Stor.		1926	4,000	Forensic (SAU)	1979	27,890
Med., Ori., Gen., Seg.		2012	158,779	Inside Maint. Shop	1999	2,000
Programs/Training		1990	25,000	RRI	1999	11,250
Administration		1956	37,330	Outside Maint. Shop	1915	14,210
Recreation Bldg.		1990	9,720	General Store	1987	27,100
Indry/Shower/Mech		1987	9,616	Front Gate	2000	1,092
South Tower		2012	434	JRMU	1956	26,000
East Tower		1983	400	Edu. (programs bld)	2005	3,080
MRCC				YCC		
Dorm Building		1991	22,250	Admin./School	1961	30,827
Carpentry/ICAP		1940	1,280	Building Trades	1981	17,200
Water Works/Pump House		1974	480	Brown Cottage	1963	6,507
Treatment/Couns.		1982	3,075	Carpenter/Elec.	1964	4,000
Kitchen/Dining		1982	4,808	Centennial Hall	1988	9,800
Maint. Shop		1942	4,000	Chapel Building	1964	4,872
RRI Welding/Spray		1962	1,280	Gym/Swimming Pool	1999	20,314
Managers Garage		1943	500	Heating Plant	1922	10,338
Weight Rm./Welding		1975	2,400	Hickory Cottage	1955	17,820
Library		1940	648	Main./Motorpool	1957	4,620
Welding Storage		1962	225	Maple Cottage	1952	7,392
Vo-ed Auto		1969	2,400	Pine Cottage	2001	13,905
RRI Repair Shop		1984	1,280	Root Cellar	1926	8,576
RRI Metal Works		1998	19,000	Superint. House/DJS	1980	2,800
Managers Stor.		1991	12,835	Ice House	1,925	1,484
Transitional Hous.		2015	5,400			
Trns. Hous. Day Rm.		2015	1,440			

CENTRAL OFFICE

Staff Development exists to provide training services to team members at North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, and administration at Central Office.



Provides up to 40 hours of orientation training, 56-160 hours of pre-service training and 16-75 hours of annual in-service training



During 2023 and 2024, the DOCR has provided training to 345 new team members at the adult male facilities



All hours required for uniformed staff to instruct off shift is overtime. 2023-2024 = 2,403.2 hours

Core Correctional Practices Overview: Core correctional practice team members provide training, assessment, and coaching services designed to reduce reoffending to team members across the ND DOCR, including those employed in by adult facilities, the Parole and Probation Division, and the Division of Juvenile Services. Core correctional practice team members also provide these services to Dakota Women's Correctional and Rehabilitation Center and other facilities contracted by the ND DOCR.

Effective Practices in Community Supervision (EPICS): The purpose of the EPICS model is to teach community officers and case managers and facility case managers how to apply the principles of effective offender risk intervention practices to reduce recidivism. The ND DOCR trained 63 new staff in the model. The initial training is 24-hours of in classroom training and five months of follow-up observations and 2-hour coaching sessions each month. Ongoing, there are annual 1.5-hour coaching sessions and observations and coaching at least twice per year for all team members trained in the model.

Corrections Program Checklist (CPC): The evidence-based CPC was developed by the University of Cincinnati Corrections Institute. It is designed to evaluate the extent to which correctional intervention programs adhere to evidence-based practices. So far this biennium, four additional team members were trained in the assessment tool. This training consists of participating in four days of classroom and practical training; completing an assessment independently; and writing a report outlining the strengths, weaknesses, and recommendations for improvement of the program assessed. Five facilities have been assessed this biennium with this tool.

Corrections Program Checklist-Group Assessment (CPC-GA): The evidence-based CPC-GA was developed by University of Cincinnati Corrections Institute. It is designed to evaluate stand-alone offender-based treatment groups, including those designed to address substance use disorders, criminal thinking, and other areas of risk that lead individuals to engage in criminal activity. The assessment shows the extent to which the groups adhere to evidence-based practices designed to reduce recidivism. Seven team members were trained in the assessment tool this biennium. This training consists of 8-hour classroom training, one-day group observation and interviews of staff, and one day of scoring. Team members must write a report to inform the group leadership about the strengths and weaknesses of the offender-based treatment group and recommendations for improvement. Two offender-based treatment groups were assessed in this training process.