

NORTH  
**Dakota**  
Be Legendary.™

Corrections and  
Rehabilitation

# 2019-2021 BIENNIAL REPORT



Cover photo taken by: Rod Burklund

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

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

## MISSION STATEMENT

Transforming lives, influencing change, strengthening community

## VISION STATEMENT

Healthy and productive neighbors, a safe North Dakota

## OUR VALUES

### INNOVATION

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

### INTEGRITY

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

### PROFESSIONALISM

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

### RESPECT

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

### OPPORTUNITY FOR CHANGE

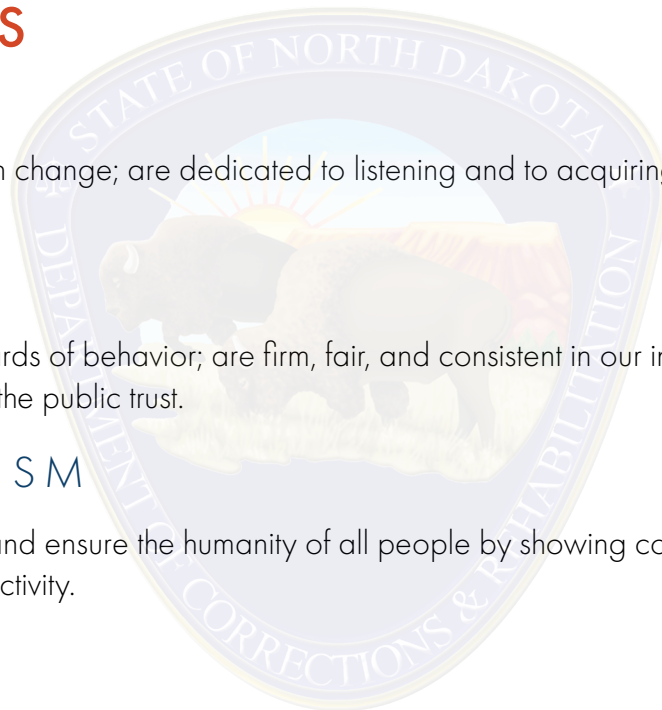
We firmly believe in second chances and that people can change.

### TEAMWORK

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

### TRANSPARENCY

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







# MESSAGE FROM THE DIRECTOR

Dear Reader,

I am pleased to present the North Dakota Department of Corrections and Rehabilitation's (DOCR) biennial report. Public safety remains at the core of our mission of transforming lives, influencing change, and strengthening community.

The DOCR began the 2019-21 biennium with a determined focus on the goals and objectives laid out in our strategic plan. Not long into the biennium, the COVID-19 global pandemic emerged and added an unforeseen complication to our work. Not ones to shy away from a challenge, DOCR team members responded in a manner characterized by compassion, concern and determination. Public safety remained a focus all the while implementing numerous COVID mitigation strategies for the purpose of keeping fellow team members, community partners and residents as safe as possible.

The work was difficult but productive. Admissions were deferred through a collaborative effort with the county jails. This state and county partnership allowed our prison facilities to maintain needed quarantine and isolation space. We enhanced the use of technology throughout the DOCR to maintain the delivery of medical, behavioral health and court services to those in our custody. Community supervision strategies were modified to ensure safe interaction between our team members and those on community supervision. Facility mitigation efforts ranged from the addition of air ionization units, to the installation of touchless bathroom fixtures, to the construction of barriers in housing and medical units. Rough Rider Industries manufactured products (masks, gowns, floor graphics and signs, vaccine carriers, biohazard bags) to help keep our facilities and communities safe. Mitigation efforts such as masking, regular testing, and vaccination were proven to be our most effective tools in managing the virus within our facilities. It is a credit to all team members and residents for not only their patience but their understanding of the importance these measures have in ensuring the health and safety within our institutions and the communities in which they are located.

I am forever grateful to the women and men who have chosen to work to for the DOCR. The challenges faced by DOCR team members in the 2019-21 biennium were unprecedented. The challenges were met with courage and determination that helped ensure the safety of our communities all during a global pandemic.

Sincerely,



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Dave Krabbenhoft, Director



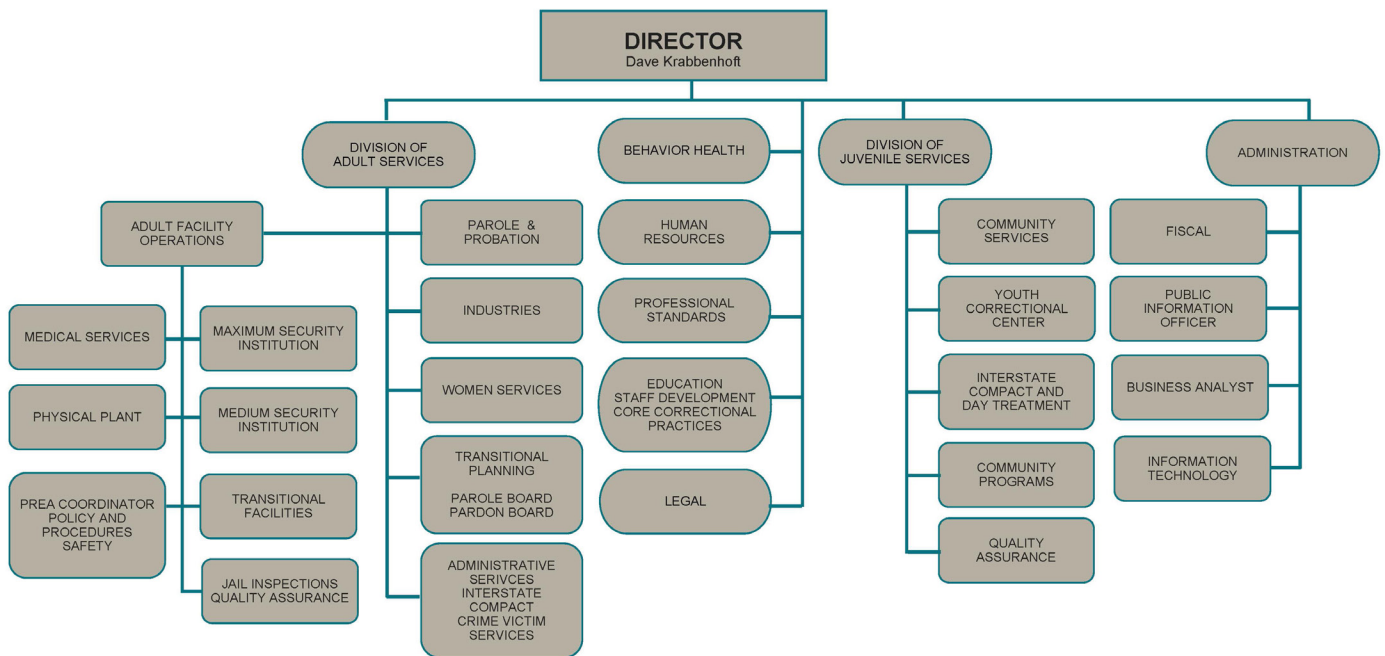
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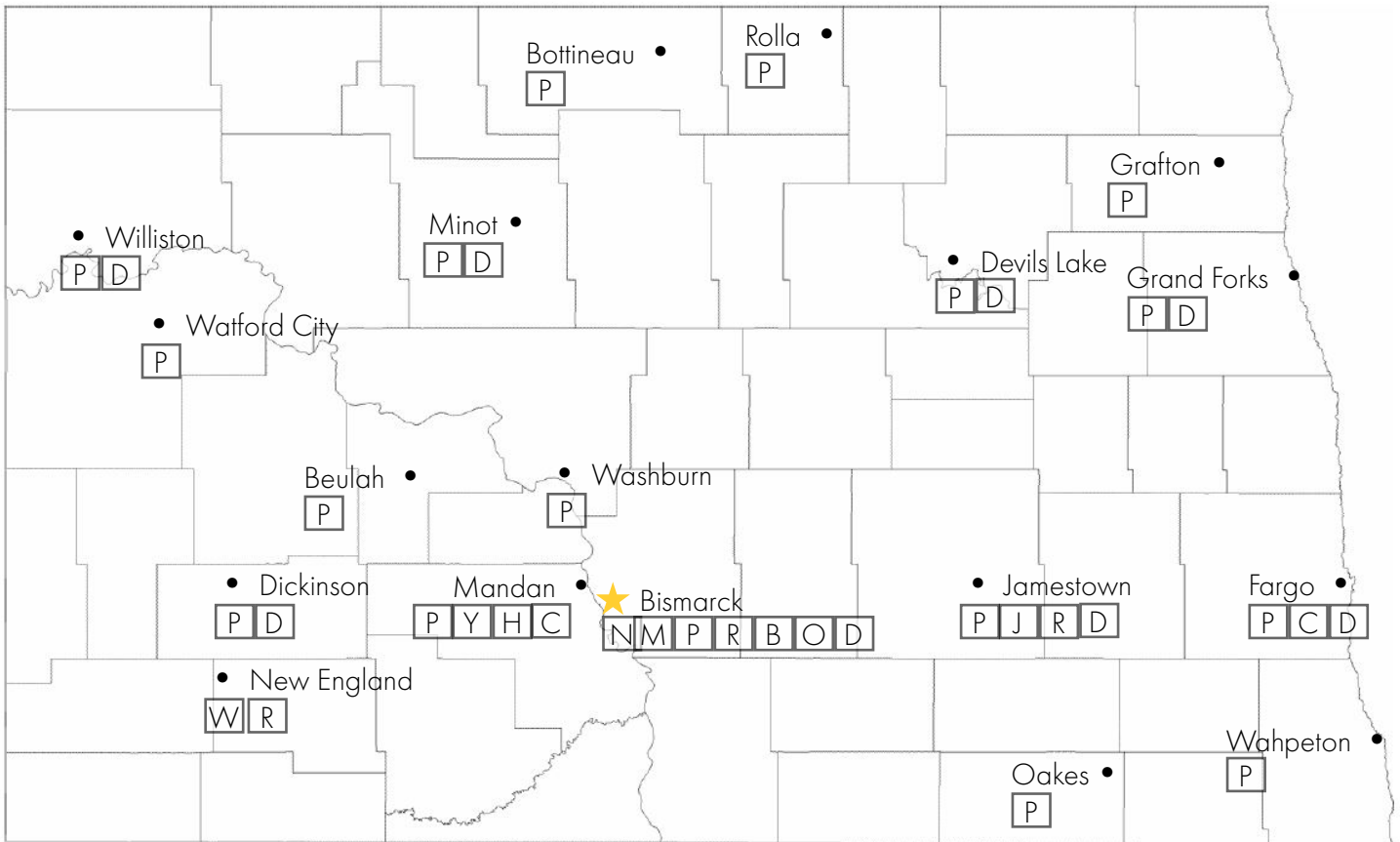
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# ORGANIZATIONAL STRUCTURE

## Corrections and Rehabilitation Organization Chart



# LOCATIONS



## KEY

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

# ADMINISTRATION

Central office administration provides a broad array of essential services to the North Dakota Department of Corrections and Rehabilitation (DOCR). Those essential services are provided through the effective and efficient management of the following functional areas (divisions). Those functional areas (divisions) are what comprise the DOCR's central office administration.

- **Financial Services**
- **Medical Services**
- **Plant Services**
- **Information Technology Services**

## Financial Services

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

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

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

Procurement is responsible for acquiring, in accordance with State law, the goods and services necessary for the operations of the DOCR. Grants and contract management is responsible for the development and oversight of all DOCR contracts and federal grants.

Department expenditures for the 2019 – 2021 biennium totaled \$272 million. The general fund turnback after adjusting for authorized carryover to the 2021 – 2023 biennium totaled \$40.8 million. These reports can be found in the Index of the biennium report.

### **Accomplishments:**

The financial services division processes and stores resident payroll, accounts payable (including purchasing cards) and accounts receivable all electronically.

The financial services division was able to transfer 4 FTE's to other divisions within the DOCR during the 2019-21 biennium due to implementing electronic processes and cross training staff.

### **Challenges:**

The offender management system still forces manual processes within the trust account module.

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



## Medical Services

### Accomplishments:

- Methadone program as an import model continues to expand, now serving four of the five adult facilities.
- Medication for opioid use disorder is available and is provided for pregnant residents who arrive on Suboxone and methadone.
- Buprenorphine based opioid treatment using Suboxone-like injectable long acting medications has been provided at JRCC, NDSP, MRCC and DWCRC. Providers are certified to provide services at all adult facilities.
- Hepatitis C treatment continues to expand, with five-10 patients undergoing treatment per month across all adult facilities, including DWCRC and HRCC. Cure rate is 100%.
- The Medical Home model is utilized to provide expert care delivery for residents with diabetes, heart disease, hypertension, HIV, hepatitis C, asthma and COPD, tuberculosis, and serious mental illness.
- Senior Clinic provides customized medical care for residents over 50 including enhanced cancer screening.
- Dental offerings have increased with the addition of a second full time dentist.
- Psychiatry services are available to all residents and are delivered in office interview settings, virtually via telemedicine, and at point of care in observation units.
- Medical, psychiatric, nursing and dental care is up and running at HRCCC, our newest facility.

### Challenges:

- Maintaining nurse staffing at all facilities continues to be a daily challenge, due to a severe national and local shortage of nursing leading to stiff wage competition in our communities.
- Increasing age and declining health of resident with long sentences taxing the resources of facilities.
- Individuals discharging from our custody who also require skilled nursing care with an underlying sex offense are nearly impossible to place in an appropriate care facility. Working with parole and probation, case management and county public health in an effort to provide wrap around services for these individuals.
- Ongoing covid testing – taxing medical staff resources, case management and education staff resources also on a weekly basis and limited support across all facilities from DOH. All entities needed so testing runs smoothly with minimal interruptions. Testing twice weekly poses additional concerns as takes 12 staff away from their office duties for part or most of the testing days.

# ADMINISTRATION

## Dental Services

### Accomplishments:

- The DOCR dental team operates out of three state of the art clinics housed in the NDSP, JRCC, and HRCC facilities. This allows the dental team to provide comprehensive services to residents of NDSP, MRCC, HRCC, YCC, JRCC, and JRMU.
- The dental services provided by our dental team are comprehensive in nature. We focus on saving as much of the residents' natural dentition as possible.
- Initiated new digital dental records software program (Dentrix) to facilitate more efficient documentation of patient care.
- Increased the number of restorative procedures completed, leading to the residents maintaining more of their natural dentition.
- Updated equipment and materials for the addition of HRCC dental care. This facility now allows the dental team to treat the residents at HRCC as well as the students at YCC.
- Continued to provide quality care to the residents safely during COVID-19 challenges.
- Provided support to all DOCR medical teams by performing COVID-19 tests during the height of the pandemic.
- During the biennium period the dental team performed 3,457 patient care appointments.

### Challenges:

- Decreased resident movement and accessibility during COVID-19 related lock downs.
- Increased wait time for the residents to be seen by dental due to decreased movement during COVID-19.
- Complexity of resident dental needs due to the unfortunate combination of lifelong neglect and drug use.
- Lack of ability to provide preventive and periodontal care via routine cleanings due to lack of staff and space.





## Plant Services

The plant services division is responsible for the design, installation, operation, and maintenance of all DOCR owned and operated facilities. In addition, plant services provides information and recommendations to respond to the legislative process in determining the potential short-term and long-term building needs of the DOCR. Plant services division has 26 FTE's who are qualified tradesmen in their fields of expertise.

### Facilities and Services:

DOCR plant services exists to provide daily operation and maintenance for five facilities at four sites:

- North Dakota State Penitentiary, Bismarck
- James River Correctional Center, Jamestown
- Missouri River Correctional Center, Bismarck
- Youth Correctional Center, Mandan
- Heart River Correctional Center, Mandan

The five facilities consist of:

- 69 separate buildings varying in age and complexity, and range in age from 1915 to 2012
- A total of 1,100,000 square feet and insured value of \$269 million

Central heating and cooling plants consisting of natural gas fired boilers, mechanical and/or absorption chiller systems and geothermal ground coupled heating/cooling equipment serve each of the locations.

### Accomplishments:

#### NDSP

- Fire Alarm systems were replaced on Roughrider Industries Buildings A, B, & C
- A new concrete outdoor recreation yard was constructed in the South Unit to help segregate the population to reduce the spread of covid
- Roofs were replaced on the West Cell House and Roughrider Industries Building B
- Major repairs were completed on the underground fuel storage tanks to include and new control panel and alarm systems
- Major repairs/upgrades were completed on the East perimeter road to allow better access for Security Staff conducting property checks/perimeter security.

#### JRCC

- The machine was replaced on the passenger elevator in the ET Building to allow for uninterrupted access to all floors of the building.
- The tunnel roof connecting the ET Building, Kitchen, Laundry, and NDSH Chapel Buildings was replaced due to massive leaking and water damage.
- Fire alarm panels were replaced in the ET, SAU, and Central Receiving Buildings to improve life safety.
- Electrical services were replaced in the Laundry & Kitchen Buildings.
- Sewer infrastructure repairs were made in the SAU Building
- The plumbing system risers were upgraded in the ET Building
- Various roofing repairs on the SAU, Kitchen, and ET Buildings
- Various flooring replacements in the SAU, JRMU, and Education Buildings
- A staff breakroom/dining room was constructed
- A sewer grinder was placed in the liftstation of the NDSH/JRCC to increase reliability of the facility sewer system.

# ADMINISTRATION

## Plant Services

### Accomplishments:

#### YCC/HRCC

- The last boiler in the Heating Plant Building was re-tubed
- The roof on the Administration/School Building was replaced
- Locks located on all sleeping rooms in Maple & Hickory Cottages were replaced
- Maple Cottage underwent extensive remodeling to include: flooring, paint, information technology, and wood work upgrades to make the building ready for the opening of the Heart River Correctional Center
- A new chiller was installed in Centennial Hall
- Centennial Hall received numerous LED lighting upgrades and the ceiling was replaced in the dining room area.
- Extensive exterior repairs were completed on the Gymnasium Building to maintain watertight integrity and prevent future expansion joint issues.
- A sewer grinder was placed in the liftstation of the to increase reliability of the facility sewer system.

#### MRCC

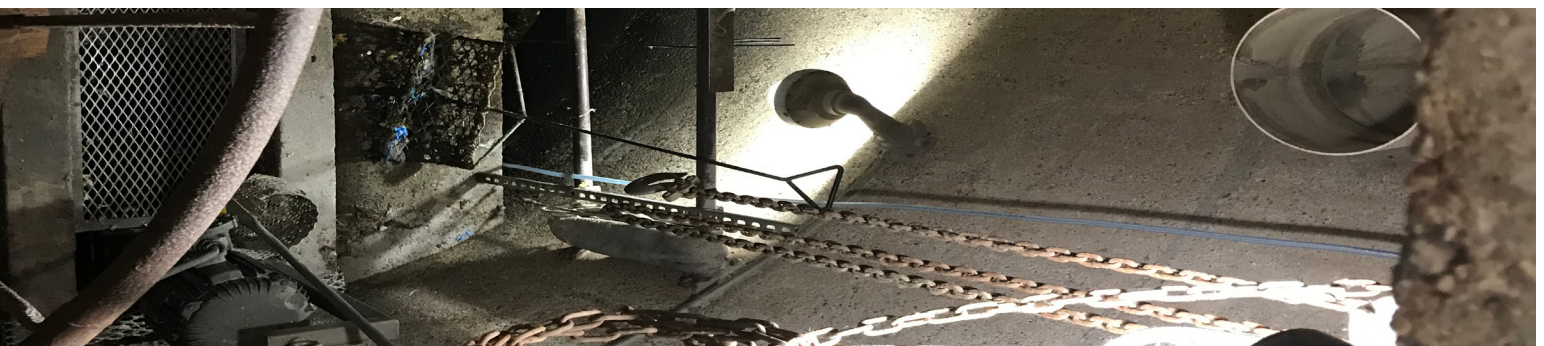
- Outdoor LED lighting was added for improved visibility and security
- Chip sealing was completed on the main entrance road and main parking lot
- The waterline under the dike supplying water for the garden and RRI projects was repaired.
- Numerous equipment upgrades to include a new skid steer loader, utility vehicle, and riding lawn mowers were purchased to maintain facility grounds.

### COVID Response:

- Air ionization was added to main housing unit of MRCC as well as all visitation areas for HRCC, NDSP, and JRCC.
- Numerous touchless bathroom fixtures and ice machines were added to prevent or mitigate the spread of COVID and other infectious diseases.
- A mask sterilization device was constructed by NDSP Maintenance Staff to allow the re-use of N95 style masks in the event of a shortage of personal protective equipment
- Barriers were constructed in various MRCC housing units and the NDSP Infirmary to prevent the spread of COVID
- NDSP & JRCC plants began wastewater daily wastewater sampling in a cooperative venture with NDSU to not only identify the spread of COVID in DOCR facilities but increase our response efforts to it.

### Challenges:

- The main challenges facing the Physical Plant Department are aging buildings and equipment. Buildings at JRCC, MRCC, and YCC/HRCC are in desperate need of major renovation or replacement.





## Information Technology Services

The North Dakota Department of Corrections and Rehabilitation utilizes several of ITD's hosting services for its daily operations, along with Oracle and Open Source Databases. The Department relies on a number of external vendors to insure operational readiness in the areas of Resident Management Systems, Resident Banking and Commissary. The I.T. Division provides "state-wide support" for day-to-day tasking in supporting the operational readiness of numerous systems. The I.T. Division's wide scope of responsibility encompasses everything from supporting state license plate printing to health care systems.

It is not possible to list all systems managed by the I.T. Division; however, here are several systems: Offender Debt Collection Systems, Victims Notification Systems, Closed Circuit Video Surveillance, biometric security, manufacturing systems, CAD/CAM, internet security and filtering. The I.T. Division provides Help Desk Support and Troubleshooting, Equipment Installation and Repair, Procurement Services, Staff Training, Video Conferencing Support, Application Development, Database Support and systems administration. All prison security systems including closed circuit cameras, video recording servers; internal cell door controls, intercoms and security fence alarm systems are managed and supported by the I.T. Division.

### Statistics:

- Service an average of 3,400 Help Desk Support Tickets per year
- Provide equipment asset management for over 1,800 LRU's (Line Replaceable Units)
- Maintain and manage over 800 security cameras in all DOCR facilities.

### Accomplishments:

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

- SCCM Implementation – Allows for imaging of computers, deployment of software, remote tools, and runs various reports.
- Employee website upgrade – Designed and re-implemented the internal employee website. Configured access and trained end users to update their own information on their designated sections.
- Windows 7 to Windows 10 upgrade of all computers
- The Elite system was upgraded to version 12c.
- Telemedicine Workstation was setup at NDSP, MRCC, JRCC and YCC so residents could utilize Zoom to conduct tele-med visits.
- Successful transition to NDIT ServiceNow for ticketing system

### Challenges:

Highly skilled staff are always in demand and a challenge to recruit. The ability to retain key staff once hired can be difficult and provides the greatest threat to continued operational viability of agency operations. The increasing costs of technology to both maintain and replace (upgrade) puts a strain on the budget.

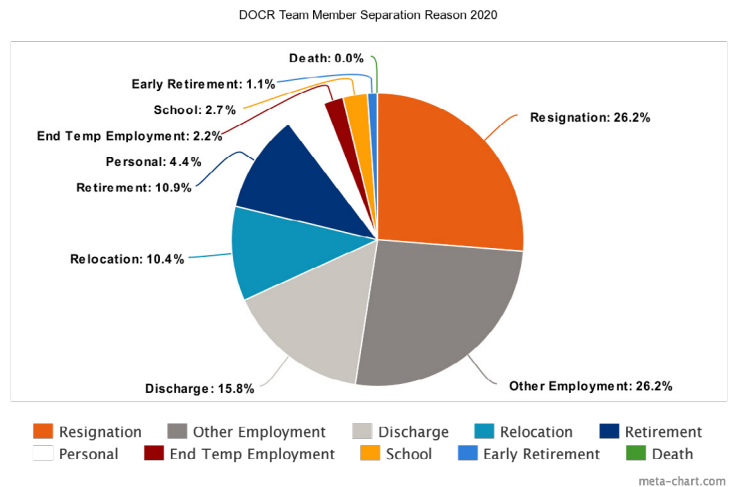
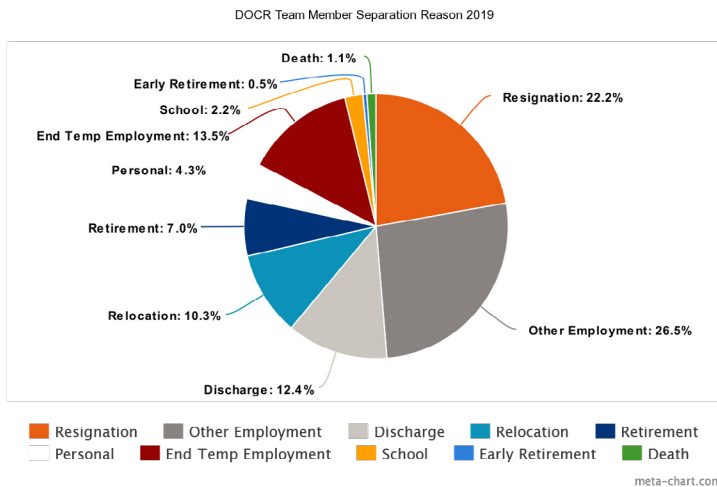
# HUMAN RESOURCES

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 and objectives. The DOCR is a large and diverse state government employer with many different types of work or jobs and more than 980 total employees (including regular FTE and temporary positions for the 2019-2021 biennium. The DOCR HR division consists of eight FTE and one temporary position; two HR/Payroll Officers, three HR Officers, two Recruitment Coordinators, one Deputy HR Director, and one HR Director. The DOCR HR division provides:

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

## DOCR Workforce

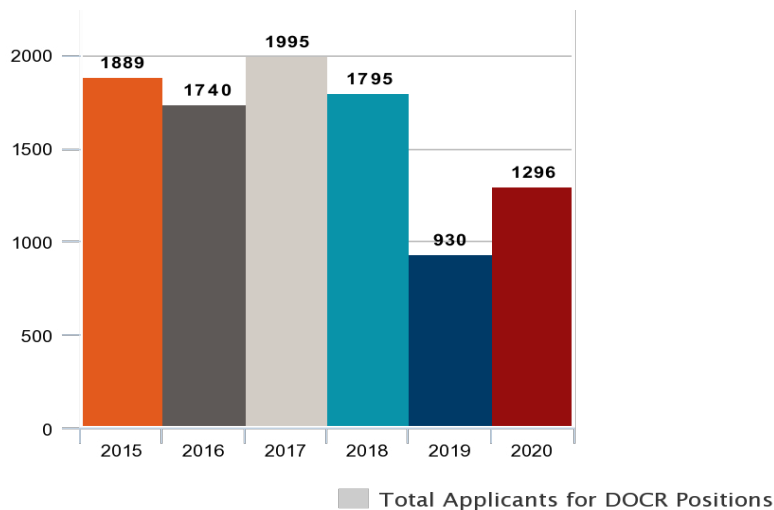
The DOCR hired 473 regular and temporary employees and experienced 368 employee separations during the 2019-2021 biennium. Most DOCR employees are directly responsible for public safety by providing direct security and/or health, medical, education, case management, and treatment services to residents and students in the custody of the DOCR. See more statistics in the index section of the biennium report.



## Recruitment and Retention

DOCR HR staff continued to develop and implement strategies for recruiting new employees in various difficult to recruit positions within the DOCR. The most difficult positions to recruit and retain are those fields that deal with resident medical and mental health such as Counselor and Licensed Addiction Counselor, Social Work/Human Relations Counselor, Psychologist, Licensed Practical Nurse, and Registered Nurse. In addition, applicant pools have shrunk considerably for front line security positions in adult and juvenile facilities, such as Correctional Officer, Juvenile Institutional Residence Specialist, and Residential Treatment Agent.

As unemployment remains low across ND, applicant pools for all jobs have seen a decrease, including Correctional Officers. The DOCR's number of applications decreased 7.9% from 2015 to 2016. Statewide, during the same time period, the total number of applications decreased by over sixty percent. 2017 showed a 14.7% increase in total applicants for DOCR positions, while 2018 again decreased in total applicants by 10%. 2019 set a new low for total applicants in a year with 930, which was a 48.2% decrease from 2018. 2020 rebounded a bit to 1,296 or nearly 40% more than 2019. However, from 2015 to 2020, the DOCR has seen a decrease in total applicants of more than 31%.



## Treatment and Medical Positions

In 2017 and 2018, the DOCR averaged five (5) total applicants for each medical and mental health vacancy, with nearly 25% of medical and mental health job postings resulting in no qualified applicant. In 2019, the average number of applicants for medical job postings was one (1) and in 2020 it was three (3). Treatment and mental health positions averaged between five (5) and six (6) applicants in 2019 and 2020. In 2015 the DOCR would routinely get more than 100 applicants for a job posting; in 2020 the average has shrunk to 16 applicants per posting.

Filling vacant positions is a regular ongoing task for DOCR HR. The jobs with the highest turnover is our largest classification; Correctional Officer I and II at our three adult male correctional facilities and nursing positions at all DOCR facilities. Turnover continues to increase for Correctional Officer and Juvenile Institutional Residence Specialist at the Youth Correctional Center, which are the DOCR positions directly responsible for security and safety of our correctional facilities. As these critical positions make up over 40% of the DOCR workforce, HR continues to look at new and creative ways to recruit new talent and retain our high-performing employees.





# STAFF DEVELOPMENT



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

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

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

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

## Scope:

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

## Changes:

- PREA Coordinator role moved to security supervision, and a Staff Development Officer position was created within our department.
- Rebranded Correctional Officer Basic Training to New Employee Training (NET) and established core classes for all new employees to take once hired within the DOCR. A system for tracking missing classes was developed.

# STAFF DEVELOPMENT



## Changes:

- Created a process for applying to become an instructor for the DOCR and developed an “Instructor of the Year” service award for each facility.
- Department added several tech upgrades such as laptops, webcams, and microphones to better accommodate the transition to more virtual classrooms.
- Wellness Coordinator duties were transitioned to NDSP training director.
- Due to COVID, in 2020, we had to run 39 weeks of new employee training instead of 21 weeks to train our male facility staff. *This equates to 75% of the weeks within the calendar year were spent providing NET services.*

## Accomplishments:

- Submitted and was awarded a grant to start a Tattoo Removal Initiative at NDSP
- Implemented Transgender 101 training and Transgender search classes for female staff
- Provided Virtual New Employee Training to reduce contact time.
- Added Corrections Fatigue to Fulfillment and Wellness to New Employee Training
- Developed and implemented Supervisory Level One Training
- Cross trained CPR instructors for Parole and Probation and Division of Juvenile Services
- Developed a new process for simulation training. Created a library of unique sims for each department for 2021 mandatory classes.
- Partnered with Norway and Amend to develop training for DOCR staff on dynamic security and began development of the Contact Officer Program.
- Created online trainings for most new employee courses so that when new hires are out due to COVID they can continue to take courses.

## Statistics:

- 92,619.39 hours of training were completed by our adult facility DOCR staff
  - 24,924.5 hours of training were taught within a classroom
  - 24,031.83 hours of online training within PeopleSoft
  - 6,668.5 hours of virtual classroom training
- 306 new staff were trained by adult facilities during the biennium
  - 207 completed training (67.65%)
  - 78 resigned from employment or were terminated prior to completing training (25.49%)
  - 21 are still in the process of completing their training (6.86%)

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



# STAFF DEVELOPMENT

## Concerns:

The division continues to need more staff to help with the growing demand of training. All instructors are currently employed in other full-time positions across the DOCR and either come in on a day off or, if someone who is off shift is not available, they need to be taken away from their primary duties to instruct. The training team consists of 6 individuals who increased leading trainings by 831.5 hours or 152% over the course of two years. From 2018 to 2020, we saw an increase of 39% in our need for training hours. Staff shortages have made it difficult for the Staff Development Department to pull staff from shift to help instruct leading to a decrease of 3% compared to 2018. To compensate for the difficulty in using staff on shift this led to 2,783.3 hours or an increase of 154% in our need to utilize staff off shift to assist with instructing. A graph breaking down and comparing our training hour growth in the index of this report.

Last biennium we had 168 new employees go through training. This number increased 82% to 306 new employees. With our current resources and staffing levels, we are meeting what must be covered but many efforts to provide exemplary training experiences through additional creativity both in the classroom and on the floor are difficult. Due to shortages, sometimes others need to provide the training of the content using the lesson plan instead of the original subject matter experts.

## Next steps:

- Contact Officer Training—Amend Initiative at MRCC with Train the Trainer scope
- Field Training Officer Training—Amend Initiative at NDSP for the official program
- Use of Force Training—Instructor level courses for higher level security instructors to include but not limited to PPCT, firearms, SORT, etc.
- Communications Training—Instructor level courses with additional Train the Trainer scope for behavioral model content to include but not limited to CCP, EPICS, etc.

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



# CORE CORRECTIONAL PRACTICES

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

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

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

## Scope:

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

## Changes:

- The Core Correctional Practices division for the DOCR redesigned the introduction into the "What Works in Corrections" curriculum to align with a Trauma Responsive System, added in simulation practices during each phase of New Employee Training (NET) to build staff confidence in communication skills, and mandatory simulations practice for seasoned staff.
- Ongoing implementation of Effective Practices in Community Supervision (EPICS) for all staff with a caseload and set sustainment practices to include quarterly booster sessions for staff and coaches in the model as well as regular quality assurance measures for adherence to the model.
- The DOCR has implemented a change to supervision of 18 to 24-year-old with Department of Parole and Probation collaborating with Division of Juvenile Services. EPICS is being implemented within these caseloads; increasing the amount of staff needing training.





# CORE CORRECTIONAL PRACTICES



## Accomplishments:

- The Correctional Program Checklist (CPC) is used to ascertain how closely correctional programs meet known principles of effective intervention. The ND DOCR assessed Mandan Centre, Fargo Centre, Grand Forks Centre, and the Bismarck Transitional Center on their adherence to evidenced based practices and provided guidance on implementing recommended changes.

The CPC is divided into two basic areas: capacity and content. The capacity area measures whether a correctional program has the capability to deliver evidence-based interventions and services for offenders. There are three domains in the capacity area including: Program Leadership and Development, Staff Characteristics, and Quality Assurance. The content area includes the Offender Assessment and Treatment Characteristics domains, and focuses on the extent to which the program meets certain principles of effective intervention, namely Risk Need and Responsivity. Across these five domains, there are 73 indicators on the CPC, worth up to 79 total points. Each domain, each area, and the overall scores are tallied and rated as either Very High Adherence to Evidence Based Practices (EBP) (65% to 100%), High Adherence to EBP (55% to 64%), Moderate Adherence to EBP (46% to 54%), or Low Adherence to EBP (45% or less). It should be noted that all five domains are not given equal weight, and some items may be considered not applicable in the evaluation process.

- Effective Practices in Community Supervision (EPICS): Developed by the University of Cincinnati Corrections Institute. The purpose of the EPICS model is to teach probation and parole officers and institutional case managers how to apply the principles of effective intervention and core correctional practices specifically; including relationship skills to supervision practices. The core correctional practices are organized into an overall framework to assist with specific skills within the context of community supervision. The EPICS model is designed to use a combination of monitoring, referrals, and face-to-face interactions to provide the criminal justice involved individuals with a sufficient “dosage” of treatment interventions, while making the most use of time to develop a collaborative working relationship. The EPICS model helps translate the risk as well as the needs and responsivity principles into practice. Staff are taught to increase dosages to higher risk offenders, stay focused on criminogenic needs (especially the thought-behavior link), and to use a social learning, cognitive behavioral approach to their interactions.

Five additional staff have been trained as trainers. The trainers attended a 5-day training to learn how to train, led a three-day training with an EPICS coach, and led six months of coaching that included reviewing audios and providing feedback.

# CORE CORRECTIONAL PRACTICES

## Statistics:

- Audited 728 Positive Behavior Reports from NDSP, JRCC and MRCC from July 2019 through December 2019
- Audited 1338 Positive Behavior Reports from NDSP, JRCC and MRCC in 2020. This included providing feedback to staff that issued the reports.
- Audited 615 Positive Behavior Reports from NDSP, JRCC, and MRCC from January through June 2021. This included providing feedback to staff that issued the reports.
- CCP Director instructed 144 hours from July 2019 to December 2019
- CCP Director instructed 212 hours; CCP facilitators instructed 325 hours in 2020 in Core Correctional Practices, Simulations, and Effective Practices in Community Supervision.
- CCP Director instructed 272.5 hours and CCP facilitators instructed 448 hours January through June 2021 in Core Correctional Practices, Simulations and Effective Practices in Community Supervision.

## Concerns:

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

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

The division is continuing to work on Correctional Practice Checklist assessments, there is a need for more individuals to assess due to staff turnover, as well as all staff trained are currently employed in other full-time positions across the ND DOCR and need to be taken away from their primary duties in order to complete the assessment. In addition, the Correctional Practice Checklist-Group assessments are due for all DOCR facilities on all treatment programs.



# CRITICAL INCIDENT RESPONSE TEAM

The Critical Incident Response Team is made up of volunteers within personnel across the DOCR agency both in and out of adult and youth facilities and community.

There are two chair persons that call the team together when requests are made, and it is supervised by the Director of Staff Development.

## **Scope:**

### General:

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

The Critical Incident Response Team may consist of agency members from all areas of the Department of Corrections and Rehabilitation.

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

### Qualifications, Applications, and Selection Process:

The Critical Incident Response Program Coordinator meets annually with team members to determine if additional members are needed. If additional members are needed, the Critical Incident Response Program Coordinator distributes notice to the team chair(s) that the team is accepting applications for new membership.

The team members shall review the applicant(s) to see if they meet the following minimum qualifications:

- 1) Minimum of two years' experience with the Department of Corrections and Rehabilitation. Supervisors may recommend a candidate with less than two years' experience. The Critical Incident Response Program Coordinator may recommend a candidate outside the agency;
- 2) All applications must have written supervisor approval;
- 3) Availability for Critical Incident Stress Management responses;
- 4) Strong communication skills and an ability to facilitate groups;
- 5) No current or pending formal discipline within the past twelve months;
- 6) Agrees to a minimum three-year commitment to the team;
- 7) Team participant meeting absences must be approved by the Critical Incident Response Program Coordinator prior to the scheduled meeting.



# EDUCATION



The North Dakota Department of Corrections and Rehabilitation (ND DOCR) Education Department is directly responsible for delivering education services for each population— juvenile (ND YCC) and adult (HRCC, JRCC, JRMU, MRCC, and NDSP). In addition, within the 19-21 Biennium, the ND DOCR Education Department provided and assisted with educational programming in the DWCRS contracted facility. The educators for the two diverse populations are one education department with sharing of resources, strategies, best practices, teachers, and supervisors. The department has a Director of Education that oversees all operations and principals along with assistant principals—tasked with education day-to-day operations and strategic planning.

## Scope:

## Mandatory Program Offerings

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

- Pre-Adult Basic Education and Adult Basic Education
- Financial Literacy
- Read Right (reading remediation)
- Special Education and Instructional Strategies

- GED Academy, GED Flash, Lantern App
- English Learner Services— Assessments
- High School Diploma for those who qualify
- Alternative High School Diploma to those who qualify

- Library Services
- Applied Math, English, Science, and Social Studies
- Computer Literacy
- Tutoring
- Physical Education
- Recovery Strategies
- Career Readiness

## Career and Technical Post-Secondary Preparation and Offerings

- Business and Office Technology
- The Last Mile (Coding)
- First Aid and CPR Certification for Residents
- Family and Consumer Science
- Ag Education

- Independent Study Programs
- Ashland University
- Welding
- Construction Education
- Long Term Health Care Provider

- Voc Rehab Partnership—application pre-prep
- Career Counseling and FAFSA
- Driver's Ed and Simulator
- Attitudinal Dynamics of Driving

- Project Based Learning
- Career and Second Chance Job Fairs
- UMary onsite courses
- Parenting Inside Out
- AutoCAD

## Enrichment Offerings

- TED Talks
- Book Clubs
- Resident led music for graduations
- UMary evening courses

- Reading is a Gift
- Science Experiments
- Student-Led Art Program
- Contracted Art Programs

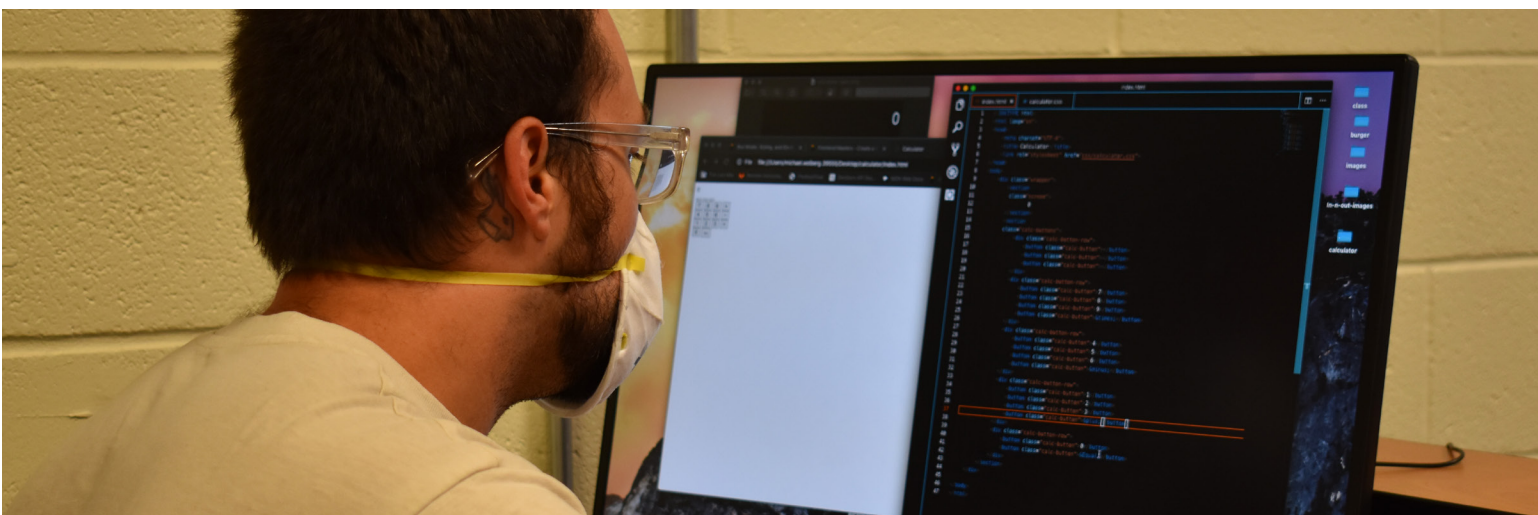
- Garden (now only at NDSP)
- Shining Light
- Hustle 2.0
- Financial Literacy (gen pop)

- Field Trips
- Visiting Room Events
- Creative Writing Courses
- Facility Newsletter
- Toastmasters/Gavel Club

*\*\*Mitigation of the pandemic, intake numbers of increased residents needing educational services, and number of faculty impact the availability of the Career and Technical, Post-Secondary, and Enrichment Offerings.\*\*\**

### Changes:

- Programming areas halted or discontinued due to a reduction on footprint of education services included: Health Careers, Automotive Technology, Music Education, Adventure Education, Graphic Communication, Veteran's Council, and Free Thought.
- Twenty-seven percent of our educators serve multiple facilities in global services and students.



# EDUCATION

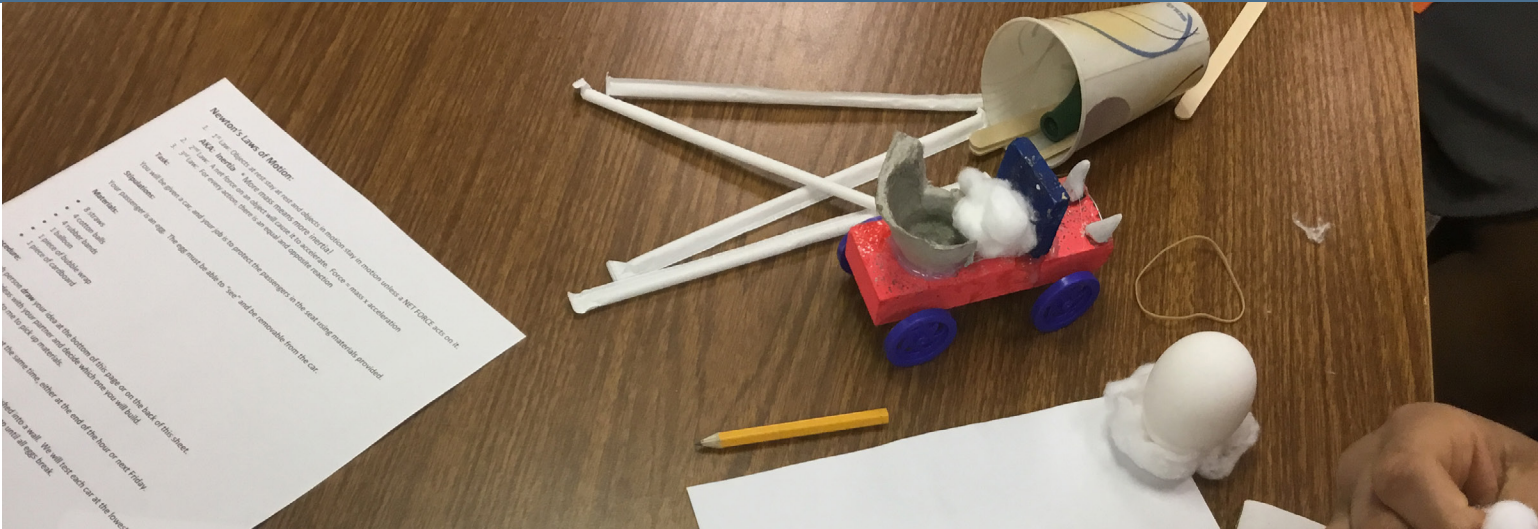
## Accomplishments:

- Financial Literacy curriculum was designed and customized to our residents, launched, and train the trainers have been established.
- GED Success Rate was 87%.
- Dyslexia National Pilot has been completed, and residents are now being screened in the three male facilities with the youth and women to begin prior to the close of 2021.
- The Last Mile, in partnership with the Department of Commerce and JSND, launched at NDSP. This is a national program focused in corrections to give felons employable skills as coders.
- The post-secondary partnership with Ashland University has launched, using SECURUS tablets for 61 students. Four semesters have been completed.
- The Education Department deployed 96 iPads to DOCR facilities, supported the needs, and trained staff who used the equipment for tele-services to include medical, psych, court, etc.
- Secured a HIPPA and FERPA compliant ZOOM capability for the DOCR for a variety of collaboration, training, tele-service, and teaching needs. There are 149 users who have hosted 31,116 minutes (518.6 hours) of sessions.
- Gave the Career Readiness Curriculum and added "Bring You're a Game" components—launched and implemented
- We had a team member receive the national GED Teacher of the Year
- We also had a team member named national Director of the Year for the Mountain Plains Adult Education Association

## Statistics:

- 99 GED Graduates for adults located at JRCC, JRMU, MRCC, and NDSP
- 57 GED Graduates with Honors
- 206 Adult Students increased their educational functioning level
- 6 GED graduates for juveniles located at ND YCC
- 6 High School Diploma earners for juveniles located at ND YCC
- 1 High School Diploma earners for adults located at JRCC, MRCC, and NDSP
- 338.5 Total High School Credits earned for juveniles at ND YCC
- Approximately 31% of YCC students have special education needs (statewide average 21%)
- 68.4% of Adult services students reported being in special education services or needing additional academic help when in public school.
- 23 of 176 ND School Districts were served by YCC
- 92 total patrons per year at ND YCC library
- 5,920 total patrons per year DAS (3 Libraries)
- 119 ServSafe certifications DAS
- 113 Flagger (Construction) DAS
- 74 OSHA-10 certifications DAS
- 118 ADD Certified
- 96 Welding Education Finishers
- 117 Construction Education Finishers
- Average Age of a DAS student was 45.6 years old with the youngest being 18 and the oldest being 76.
- Average Age of a YCC students was 15.8 years old with the youngest being 13 and the oldest being 20.
- YCC served 168 students; 138 boys and 30 girls
- DAS served 394 students; 56 women and 338 men





## Concerns:

- The adult students we are serving have a reading grade level equivalency (GLE) of 2.4 for men and 4.8 GLE for women. Reading remediation has to be top priority to get students to the point of successfully passing their GED tests and going beyond to career and post-secondary training.
- The scope of academic ability for both adult and adolescent learners within ND DOCR Education is now at its broadest spectrum in fifteen years. Couple that with incoming mental health needs, and we as a department are taking a direct look into how to promote more within personalized learning and evidence based strategies despite faculty capacity being reduced.

## Next Steps:

- Continued planning for teacher training in PCBL at NDYCC.
- Workforce Development Partnerships within the community
- Downsize "extra" offerings to ensure that mandatory offerings can be met with increased student populations within adult services.



# BEHAVIORAL HEALTH

## Personnel:

- 15 staff members at the North Dakota State Penitentiary (NDSP)
- 14 staff members at the James River Correctional Center (JRCC)
- 3 staff members at the Missouri River Correctional Center (MRCC)
- 4 staff members at the James River Minimum Unit (JRMU)
- 1 staff member at Free Through Recovery (FTR)
- 34 full-time employees who provide behavioral health services to our residents
- 29 staff hold a behavioral health license of some kind, including Licensed Addiction Counselor, Licensed Social Worker, Licensed Professional Counselor, and Licensed Psychologist

## Group Programming:

### Thinking for a Change (T4C)

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

#### Target: *Criminogenic Thinking*

▪ **Who:**

Residents with an LSI-R score of 39 or higher  
Residents with an LSI-R score of 24-38 AND one of the following:  
Antisocial Personality Disorder or designation of traits  
Residents referred by staff recommendation on the basis of notable criminal thinking patterns or institutional behaviors

▪ **Where:**

All adult prisons and transitional facilities

▪ **Length of Treatment:**

25 lessons; 90 minutes per lesson  
2 sessions per week; 13 weeks

▪ **Dosage** = 37.5 hours

### Cognitive Behavioral Interventions for Substance Abuse (CBISA)

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

#### Target: *Substance Use*

▪ **Who:**

Residents with LSI-R score of 24 or higher

▪ **Where:**

All adult prisons and transitional facilities

▪ **Length of Treatment:**

39 sessions; 120 minutes per session  
31 sessions; 90 minutes per session  
5 sessions per week; 14 weeks

▪ **Dosage** = 124.5 hours

### Forward Thinking

#### Target: *Prison Adjustment*

**Who:**

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

**Where:**

North Dakota State Penitentiary

**Length of Treatment:**

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

**Dosage** = 15 hours

## Conflict Resolution Program (CRP)

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

### Target: Aggressive Behaviors

#### • Who:

Residents with an LSI-R score of 30 or higher AND one of the following:  
Charged or convicted of at least two violent person-on-person offenses  
OR one episode of serious institutional violence within the last three years  
OR a pattern of self-reported violent acts causing clinically significant impairment to functioning

#### •Where:

All adult prison facilities  
Centre, Inc. – Fargo

#### •Length of Treatment

32 sessions; 120 minutes per session  
2 sessions per week; 16 weeks

#### •Dosage = 64 hours

## New Pathways to Healthy Relationships (NPHR)

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

### Target: Intimate Partner Violence

#### Who:

Residents with an LSI-R score of 30 or higher AND one of the following:  
Any conviction of violence, domestic related, within 3 years prior to the assessment  
OR a pattern of self-report violent or aggressive acts towards their partner  
OR referrals from treatment staff recommendations

#### Where:

All adult male prison facilities

#### Length of Treatment:

32 sessions; 120 minutes per session  
2 sessions per week; 16 weeks

#### Dosage = 64 hours

## Cognitive Behavioral Interventions for Sexual Offending (CBISO)

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

### Target: Sexual Offending

#### Who:

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

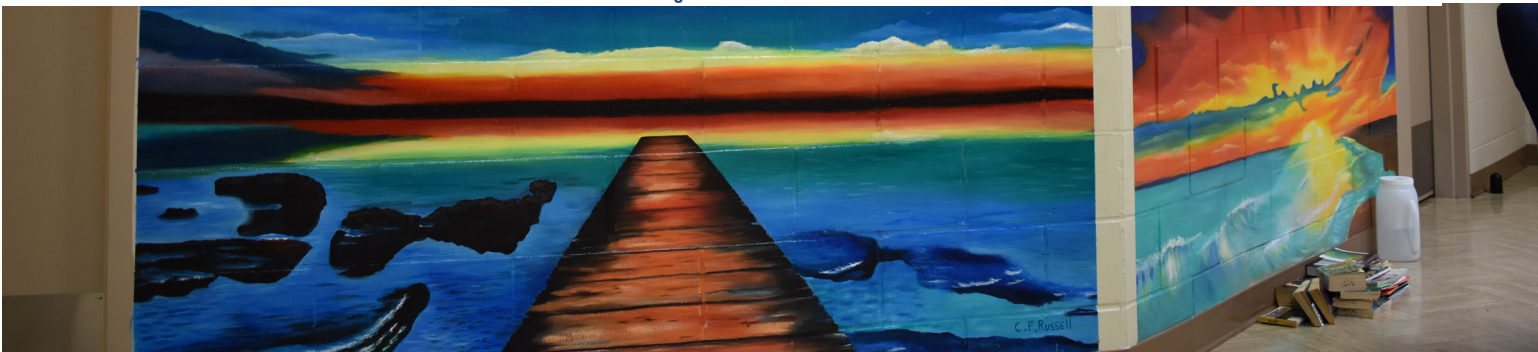
#### Where:

North Dakota State Penitentiary  
James River Correctional Center

#### Length of Treatment:

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

#### Dosage = 104 hours





# BEHAVIORAL HEALTH

## Free Your Mind

### **Target: Institutional Misconduct**

**Who:**

Residents placed in the Behavioral Interventions Unit following a serious violent incident while incarcerated

**Where:**

North Dakota State Penitentiary

**Length of Treatment:**

Varies per resident; offered for length of stay in the Behavioral Interventions Unit  
Three sessions per week

**Dosage** = Variable

## Advanced Practices

### **Target: Skill Acquisition**

**Who:**

Residents who have completed one of the core programs

**Where:**

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

**Length of Treatment:**

Dosages vary

## Special Assistance Unit (SAU) Group

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

**Who:**

All residents within the Special Assistance Unit

**Where:**

Special Assistance Unit at the James River Correctional Center

**Length of Treatment:**

Dosages vary

## Nurturing Parenting Program

### **Target: Parenting skills**

**Who:**

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

**Where:**

James River Correctional Center  
James River Minimum Unit

**Length of Treatment:**

8 weeks

## Gender Responsive Programming:

### Responsive Risk Reduction for Women

#### **Target: Emotion Regulation**

**Who:**

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

**Where:**

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

**Length of Treatment:**

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

### Beyond Trauma

#### **Target: Trauma**

**Who:**

Residents of the Dakota Women's Correctional Rehabilitation Center who have experienced trauma in their histories

**Where:**

Dakota Women's Correctional Rehabilitation Center

**Treatment Length:**

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

### Seeking Safety

#### **Target: Post-Traumatic Stress Disorder and Substance Abuse**

**Who:**

Residents of the Dakota Women's Correctional Rehabilitation Center who have comorbid PTSD and substance use histories

**Where:**

Dakota Women's Correctional Rehabilitation Center  
Length of Treatment  
Variable

### Moving On

#### **Target: Criminogenic Behaviors and Thinking**

**Who:**

Residents of the Dakota Women's Correctional Rehabilitation Center

**Where:**

Dakota Women's Correctional Rehabilitation Center

**Treatment Length:**

Variable

# BEHAVIORAL HEALTH

## Assessment and Referral Data:

From July 1st, 2019 to June 30th, 2021, Behavioral Health staff completed the following number of assessments and made the following referrals:

Assessment Type	Total	% Referred
Substance Use	1670	91
Conflict Resolution Programming	10184	20
Sexual Offense	458	35
Thinking for a Change	1775	70

The following percentages depict the number of additional referrals made to the Behavioral Health department between July 1st, 2019 and June 30th, 2021.

Program	% of Men Referred Upon Entry to Prison
New Pathways to Healthy Relationships	13
Psychiatric Medication Monitoring	14
Mental Health Release and Integration	2

## Accomplishments

- **COVID-19 Pandemic Response by Behavioral Health**

- Maintaining behavioral health programming/services throughout continuous institutional COVID mitigation measures/changes

- Creation and use of correspondence sessions

- Smaller and more numerous group offerings to enhance social distancing and separate housing units

- Implementation of telehealth service provision for all facilities

- Behavioral health staff trained to assist with medication administration at the James River Correctional Center to provide support through the COVID-19 pandemic added medical pressures

- Behavioral health staff at all adult male facilities assisting with COVID-19 testing

- Received training and support through the AMEND group for Ethical Medical Isolation during COVID-19 pandemic

- Licensed Addiction Counselors at the Missouri River Correctional Center began assisting with substance use assessments for residents at county jails

- **Program Implementation**

- Implementation of a Trauma-Resilient Key Leaders Group

- Creation of a relaxation space "Zen Den" for residents at the James River Minimum Unit

- "Running for Recovery" runners group launched at the James River Minimum Unit

- Launch of the Nurturing Parenting Program offerings at the James River Correctional Center and the James River Minimum Unit

- The James River Correctional Center is beginning to pilot two additional group programming opportunities for residents:

- Dungeons and Dragons role-playing group – assisting with problem-solving, socialization, and communication skills

- LGBTQ+ support group

- **Program Implementation**

- Residents at the James River Minimum Unit were able to provide volunteer services to the Orphan Grain Train in Jamestown, ND

- Residents at the James River Minimum Unit were able to attend additional leisure activities within the community as part of re-entry efforts

- CBISA programming offered via telehealth from the Missouri River Correctional Center to male and female residents on Community Placement Programs

- Development of a Resiliency Committee to assist staff within the ND DOCR

- NDSP piloted the Phoenix program with success

- **Staff Training/Certification/Licensure**

- Staff training in Exploring Trauma Curriculum and piloting of trauma group interventions for DOCR staff
  - Behavioral Health staff participation in Ethics training in February 2021

- Eight additional behavioral health staff were trained in the Static-99R and STABLE-2007

- All new behavioral health staff during this period have completed training for CBISO, T4C, CRP, and CBISA

- Behavioral health staff members have achieved licensure in social work and professional counseling programs

- Behavioral health staff members are currently seeking additional licensure in professional counseling, clinical social work, addiction counseling, and marriage and family counseling

- Behavioral health staff members are currently seeking to further their education by attending graduate training in social work, addiction counseling, and clinical mental health programs

- A DOCR psychologist became licensed in the state of North Dakota in January of 2021

- A behavioral health staff member received training in Eye Movement Desensitization and Reprocessing

- **Resident Training**

- Eight additional residents at the James River Correctional Center were training in the Peer Support Program

- Several residents at the James River Correctional Center obtained Peer Support Certification

- **Free Through Recovery**

- Over 2,000 people have received services through Free Through Recovery

- 68.4% overall positivity rate for outcomes

- 38 agencies currently providing services, which has increase by 11 providers since the creation of Free Through Recovery

- The establishment of Levels (i.e. Levels 1, 2, and 3) were implemented to provide appropriate intensity of services

- **Trauma Responsivity**

- The ND DOCR approved a plan for trauma-informed care reform plan on February 24th, 2020.

- Despite the COVID-19 pandemic significant programs have been implemented to begin work on shifting the ND DOCR to a trauma-informed system.

- A trauma-informed workgroup was established and created subcommittees to address areas of need within the system

- Trauma-responsive training

- Piloted trauma-informed classrooms

- Trauma-specific women's programs

- Pilot a seeking safety group

# BEHAVIORAL HEALTH

- **Trauma Responsivity**

- A Key Leader program was established to identify key personnel to act as mentors and leaders throughout the project

- A Resiliency project was established to address staff needs within the system to include electronic resources, peer-led trauma interventions, and training programs.

- **Dakota Women's Correctional Center**

- Maintained programming opportunities for women throughout the COVID-19 pandemic to include the following groups:

- Responsive Risk Reduction for Women (RRRW)

- Moving On

- Beyond Violence

- Beyond Trauma

- ASAM Level II.1 and 3.5 Cognitive Behavioral Interventions for Substance Abuse (CBISA)

- Seeking Safety

- ASAM 2.1 Seeking Safety

- Healing Trauma

- Helping Women Recover

- Conflict Resolution

- Essential Art Expression

- Individual or Group Sex Offender Treatment (offered by part-time Clinical Psychologist)







- **Dakota Women's Correctional Center**

- Offered Peer Support programming

- Peer-led group topics

- Healthy Families providing services for new and expecting mothers

- CHI St. Alexius Health provides domestic violence programming, specifically the Within My Reach program (pre-COVID-19 pandemic)

- Community resources lectures to include: F5 Project, Human Trafficking prevention, Tobacco Prevention, NA/AA, religious services

- Provided enrichment programming to include: Gardening, Dance Classes, Book Club, Yoga/PIYO, Crochet Class, Quilt Group, CPR Training/Certification

- **Additional Accomplishments**

- The Missouri River Correctional Center became a part of the Missouri Valley Addiction Training Consortium in December of 2020





# BEHAVIORAL HEALTH

## Goals for 2022

- Creation and implementation of Level 4 program status for Free Through Recovery Participants.
- Continue to participate in the Behavioral Health Strategic Plan implementation for the state of North Dakota.

## Areas for Growth

- Recruiting and retaining qualified and talented mental health professionals remains a continuous struggle for the department. We currently have two HRC positions open at JRCC and two LAC positions open at NDSP.
- Incorporating additional individual service provision, in addition to the large range of group treatment options remains a goal and area for growth of the department.
- Providing additional incentives and alternative designations for staff who have advanced degrees and licensure to provide more intensive therapeutic services also remains a goal.
- Providing incentives and opportunities for advancement to those staff who are able to achieve higher level licensures and supervision statuses.
- Identifying and incorporating additional space for treatment for residents with serious mental illness or significant behavioral disruption designations outside of SAU.
- Identifying and implementing additional group programming opportunities to target additional areas of concerns for residents (i.e. personality disorders, trauma/PTSD, life skills, etc.).



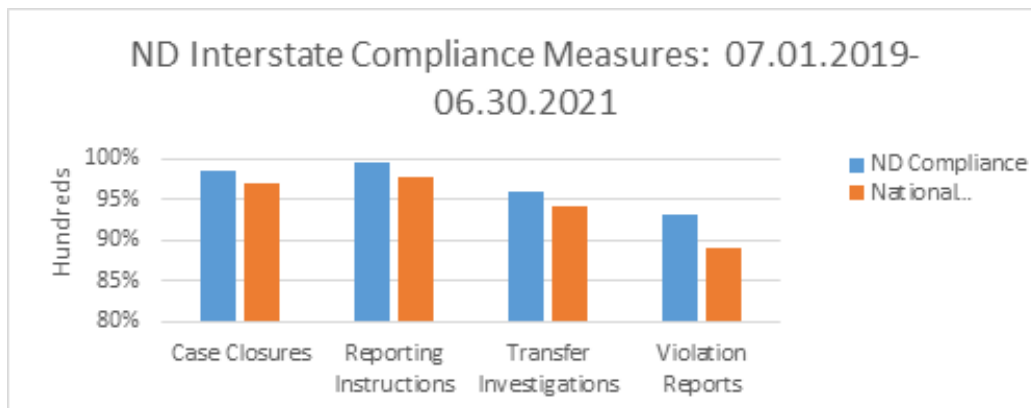
# ADMINISTRATIVE SERVICES

Administrative Services is a work unit responsible for the administration and oversight of four unique programs and services they are: the Interstate Compact for Adult Supervision, Case Planning (for incarcerated individuals), the Victim Service Grant Program and the Victim Compensation Program.

## Interstate Compact

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

During the 2019-2021 biennium the Compact was greatly impacted by the COVID-19 pandemic. As a result, the Commission Adopted Rule 2.111 'Emergency Suspension of Enforcement.' This temporary rule provided a sustainable operating environment by suspending enforcement of several rule timelines. It should be noted that even with Rule 2.111 in place, ND remained above the National average for compliance shown on the graph below.



## Case Planning

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

## Crime Victims Compensation Program

The Crime Victims Compensation (CVC) Program provides compensation to crime victims who have suffered physical or emotional injury or death. During this biennium, \$571,368 was provided to 843 applicants requesting reimbursement for various crime related costs such as medical, mental health and work loss. There were 896 claims approved for payment; the average claim payment was \$638. Compared to the previous biennium, the average claim payment dropped by almost \$300. This is partly due to the claim limits imposed by the ND Administrative Rules that went into effect on January 1, 2017.

# ADMINISTRATIVE SERVICES

## Crime Victims Compensation Program

During this biennium the CVC Program implemented an online Crime Victim Compensation application module for crime victims. The online application increased efficiencies, as a result the number of days to approve or deny an application decreased from 20 days to less than 14 days. The new module also improved the level of customer service provided to crime victims.

The DOCR issued a press release highlighting the new online application system coinciding with National Crime Victim's Rights Week in April 2021. As a result, the CVC Program Manager was interviewed by KFYZ TV regarding the new online application. The DOCR also made several posts to social media to draw attention to crime victims rights and the online application. Over time, the DOCR feels the online application will become the predominant method for victims to apply for CVC benefits.

## Victim Service Grant Program

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 2019-2021 biennium the DOCR awarded \$10,547,162 in Federal VOCA funds to 46 ND victim service agencies. During the same reporting period, \$200,000 was awarded in state CVA funds to 32 agencies. This equated to the management of 135 victim service grants awarded this biennium. During this biennium victim service agencies were able to apply for Federal funds to purchase computers, equipment, and vehicles to help improve the services they provide to the victims they serve. Funded victim service agencies provided services to more than 46,000 crime victims during the biennium.



# TRANSITIONAL PLANNING SERVICES

The staff is comprised of a Director of Transitional Planning Services who also serves as the clerk to the North Dakota Parole Board, a Deputy Director of Transitional Planning Services, a Classification and Transportation Manager, an Intensive Transition Program Coordinator, a Victim Services Coordinator, a Legal Records Manager, four Corrections Agents, two Administrative Assistants and four Transportation Officers. All of the staff members are certified correctional officers and six are licensed peace officers in North Dakota. Education levels range from some college coursework to master's degrees as well as thousands of cumulative hours of training in a very diverse range of disciplines.

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

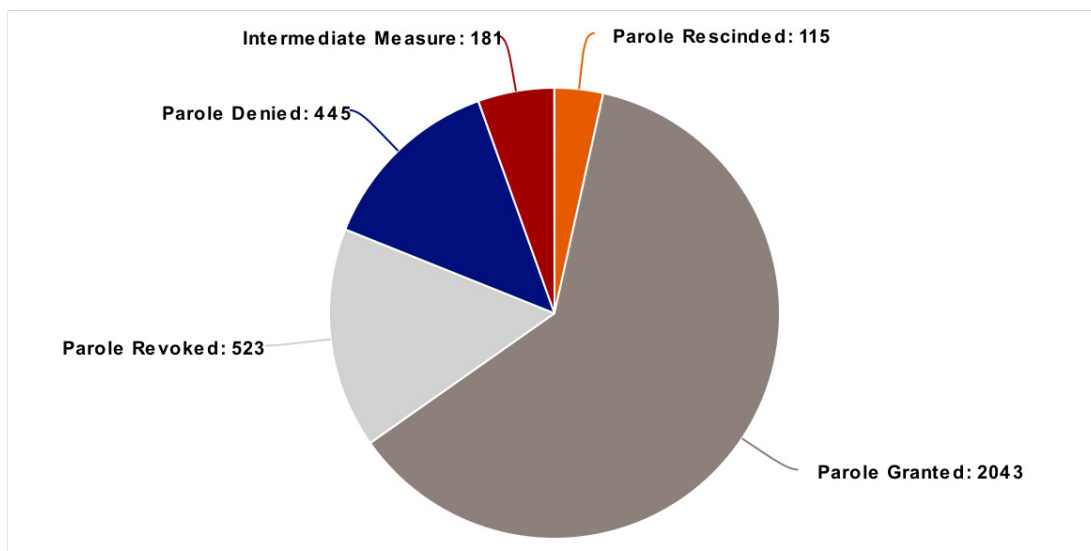
- Victim Services**
- Managing Community Supervision Violations**
- Transportation and Movement**
- Transition and Release Planning**
- Appraisal**
- Legal Records**
- ND Parole and Probation Board**
- Classification for Men**

## 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.

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

Parole Board Actions 2019-2021





# TRANSITIONAL PLANNING SERVICES

## Classification for Men

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

The DOCR has a goal of transitioning people appropriately through security levels to the least restrictive means necessary. This is done to more effectively promote positive behavior change and growth, to prepare them for re-entry into the community and to 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 Addiction Severity Index (ASI) and the Levels of Service Inventory Revised (LSI-R) hybrid appraisal.

### **LEGAL RECORDS**

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

During the 2019 – 2021 biennium, the division completed 2,589 sentencing reports, down 0.8% compared to the 2017-2019 biennium. Of the 2,589 reports, contract staff completed 1,466 appraisals (NOTE: appraisal info was only available for 20 of 24 months).

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 unit, consisting of five FTEs, one temporary staff, and one supervisor, is assigned this duty. From July 1, 2019, to June 30, 2021, Legal Records' staff processed 4,812 criminal judgments and entered 8,476 counts for individuals sentenced to DOCR custody.

# TRANSITIONAL PLANNING SERVICES

Additionally, statistics from the 2019 – 2021 biennium include the following numbers processed by the Legal Records unit:

- Discharges = 2,604
- Notifications of pending cases, active warrants, & detainers = 2,736
- Uniform Mandatory Disposition of Detainers & Interstate Agreement on Detainers (“Fast & Speedy” requests) = 503
- Judgments sent back to court due to:
  - o Illegal sentence of imprisonment = 128
  - o Illegal term of probation ordered = 45
  - o Needing clarification = 197

## 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 join the North West Shuttle, which is a cooperative agreement between sheriff’s departments and correctional agencies in the Western United States to transport individuals to the jurisdiction with detainers or warrants.

## Victim Services Program

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

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

## Annual Victims’ Rights Weeks

Every year the nation recognizes victims of crime during a dedicated week in April. In 2019, the DOCR obtained grant funding to promote public awareness during this week through Facebook, newspapers, radio, and printed material.

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

# TRANSITIONAL PLANNING SERVICES

## Managing Community Violations

From July 1, 2019 – June 30, 2021 the Intensive Transition Program Coordinator teamed up with the Parole and Probation staff to conduct 3,151 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.

## Children of Incarcerated Parents

The North Dakota Children of Incarcerated Parents Initiative is a DOCR led project inspired by Governor Doug Burgum's Main Street Initiative. At the DOCR, we strongly believe that cultivating healthy families and healthy children is an essential part of creating a vibrant community. The Children of Incarcerated Parents Initiative brings together agencies from the public and private sector, as well as community stakeholders, to work together on projects aimed at creating better outcomes for the children and families impacted by incarceration. Since January 2018, the initiative has accomplished the following:

- Established a support group for children of incarcerated parents partnering with the Bismarck YMCA, Ministries on the Margins, and Team Kaizen.
- Assisted in policy changes that support family-centered practices within the DOCR.
- Developed a plan to capture data on the numbers of children impacted by parental incarceration.
- Provided training to the community on Adverse Childhood Experiences (ACES).
- Implemented a contract between the DOCR and SECURUS allowing for indigent residents to receive two free phone calls a month. In addition, residents who have a child reunification goal on their case plan will receive two free video-visitation calls a month. This contract allows residents an opportunity to stay connected to their families.
- Brought forth recommendations for the DOCR to implement Parenting Inside Out. This is an evidence-based parenting skills training program developed for criminal justice involved parents. The DOCR has purchased the program and plans to bring instruction in 2022.
- Assisted the North Dakota State Penitentiary in creating a more family-friendly visitation room.
- Coordinated Governor Doug Burgum's yearly proclamation that September 15th is Children of Incarcerated Parents Day in North Dakota.



# TRANSITIONAL PLANNING SERVICES

## Sentence & Treatment for Early Release (STEP)

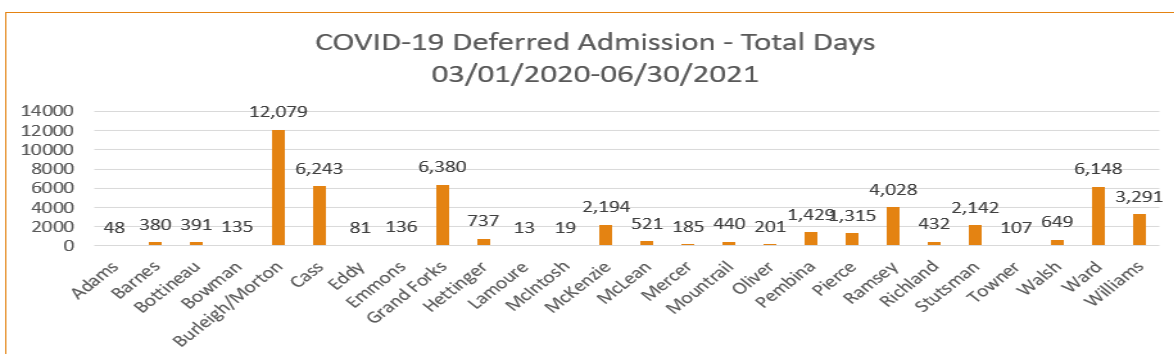
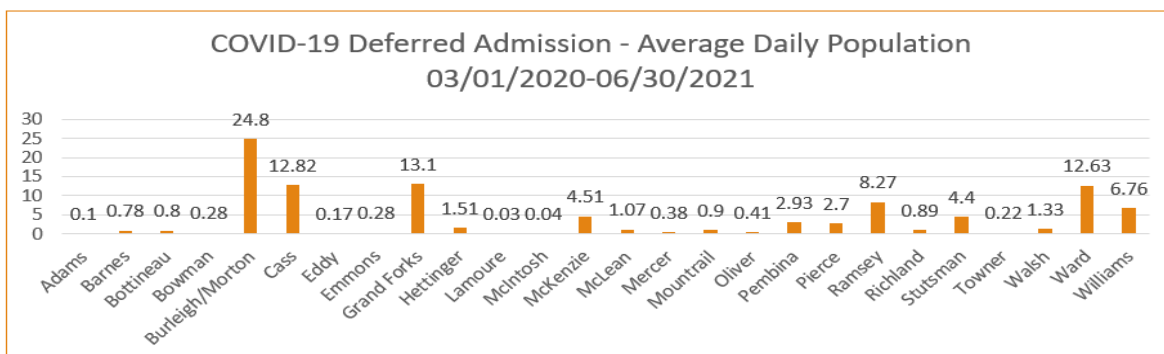
The North Dakota Legislative Assembly has granted the DOCR authority to release an individual to probation who was sentenced to the DOCR upon conviction of a qualifying drug or alcohol related offense. An individual must meet STEP program eligibility requirements as set by law at the time of the offense, 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.

## Deferred Admission to the DOCR

The North Dakota Department of Corrections and Rehabilitation (DOCR) maximum operational capacity for men and women inmates is 1,624 and 224, respectively. The operational capacity consists of inmate housing at the North Dakota State Penitentiary, James River Correctional Center, Missouri River Correctional Center, Dakota Women's Rehabilitation and Correctional Center, Heart River Correctional Center, contractual treatment, transitional / community housing facilities, and contract beds in county and regional correctional facilities. When the average daily inmate population, specific to gender, for a discrete month exceeds the maximum operational capacity, the DOCR will implement the inmate admission prioritization plan the following month. Currently, admissions to DOCR custody are not being prioritized pursuant to North Dakota Century Code Section 54-23.3-11.

Currently both male and female populations are below operational capacity. However, in effort to mitigate the impact of COVID19 the DOCR took action to defer the admission of the individuals' sentence to the DOCR under the authority of an executive order issued by Governor Burgum until June 2021. The DOCR total payments to the county correctional facilities from March 1, 2020 through June 30, 2021 was \$3,774,654.

The DOCR in coordination with the North Dakota Department of Health establish Vulnerable Population Plan (VP3). Protocols were established and shared with sheriffs and jail administrators throughout North Dakota. The VP3 Plan not only established a mitigation plan to resume admissions to the DOCR it also provided guidance to local administrators. The DOCR requested Cares Act funding in order to provide compensation to the local correctional facilities for housing DOCR sentence individuals.





# PAROLE AND PROBATION

The North Dakota Department of Corrections and Rehabilitation - Parole and Probation Division provides supervision for people on parole, supervised probation and pretrial in the community. The division also supervises a small number of people on inmate status who are authorized to be in the community placement program as well as people who are subject to a sexually dangerous community civil commitment order. Lastly, the division conducts presentence investigations for the courts. The division consists of one hundred thirty-one 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: Williston & Minot 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 6500 people on supervision in an effort to help them make positive changes in order to improve their lives and desist from crime. In doing so, this contributes to improving the health, safety and vitality of our communities in a very cost-effective manner. The division utilizes evidence-based practices to triage the workload and help identify risks and needs of individuals to formulate case plans with people. These case plans serve as a roadmap for individual's behavior change journey. The division also collaborates with numerous public and private stakeholders throughout the state to share information, ideas and resources in order to improve outcomes. The strength of the organization rests in the innovative, motivated and dedicated staff that work towards the mission of the department. The division operates many specialized programs including parole specialists, drug court, sex offense specialists, domestic violence specialists, mental health specialists and a newly developed emerging adults' caseload to target specific needs of the clientele.

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







## General Case Management and Supervision

The primary goal of Parole and Probation is safety. Officers and case managers are trained in EPICS (Effective Practices In Community Supervision) to enhance skills of staff that are working with people on behavior change. The purpose of the EPICS model is to teach probation and parole officers how to apply the principles of effective intervention (and core correctional practices specifically, including relationship skills) to community supervision practices. The core correctional practices (or competencies) are organized into an overall framework to assist with the application of specific skills within the context of community supervision. The EPICS model is designed to use a combination of monitoring, referrals, and face-to-face interactions to provide clients with a sufficient “dosage” of treatment interventions, and make the best possible use of time to develop a collaborative working relationship. The EPICS model helps translate the risk, needs and 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

- 131 total staff, 100 sworn parole and probation officers and 31 administrative support, corrections agents and corrections case managers.
- 17 district offices in the state.
- Supervise 6,475 individuals as of 06/30/2019 – 4,772 men and 1,703 women Supervised  
6,866 at the start of the biennium – 5,095 men and 1,771 women  
5.7% decrease over the biennium. (Primarily drive by the COVID-19 pandemic)
- Approximately 75 individuals on supervision for sex crimes daily that are monitored using GPS technology.
- Supervise 60-70 individuals daily with SCRAM technology (alcohol monitoring).
- Completed 276 Presentence Investigations for the courts.
- Collected \$1,650,959 in supervision and transfer fees. (COVID impacted reduction from previous biennium)

# PAROLE AND PROBATION



## 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 and coordinates drug court activities. Drug courts attempt to divert people from entering jails and prisons by providing intensive case management and treatment services. The courts use a team approach comprised of a judge, prosecutor, defense counsel, probation officer and treatment provider. Every person accepted in the drug court meets with the team in court as they progress through phases. The judge, in conjunction with the team, works to hold people accountable by administering sanctions for violations while also providing support and affirmation for positive accomplishments. Participation provides an opportunity for people to engage in life-changing recovery from addiction; which benefits their children, family members, friends and the community.

## Managing People Who Have Committed a Sex Offense

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

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

Housing for people who must register as a sex offender continues to be a serious problem and a growing problem for people on supervision. During the biennium the number of people that are homeless averages about 350 per month of which sex offenders make up a significant portion.

Homelessness, or being underhoused, is a significant risk factor that increases the likelihood of people engaging in technical violations and new crimes. The department has leveraged resources to address housing needs of the at-risk population and nonprofits have stepped to the table to help with this issue but gaps still exist throughout the state.



## Staff Development

Parole and Probation is committed to providing our staff the training and tools to improve knowledge and skills 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. Unfortunately, due to COVID this training was cancelled in 2020.



## 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 training juvenile probation officers 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%.

*Data-Drive Decisions:* In 2020 the division was awarded a nearly \$1 million grant from the Bureau of Justice to develop analytical tools in order to better use data to make decisions from the front line staff to middle and upper management with the goal of improving outcomes from people on supervision. The division has partnered with Recidiviz whose mission is: to accelerate progress towards a smaller, fairer criminal justice system. We use modern data infrastructure and thoughtful product design to empower agencies to safely and sustainably improve outcomes for people.

# PAROLE AND PROBATION

*Pretrial Services:* Amidst the COVID-19 pandemic on July 1, 2020 the division proudly launched pretrial services pilot projects in three judicial districts to include the: North Central Judicial District, South Central Judicial District and East Central Judicial District. The program's core functions include:

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

The division also partnered with North Dakota State University to study the outcomes of the effort with data indicating a reduction in the number of days spent incarcerated pretrial, fewer crimes committed by people on pretrial and a court appearance rate that similar to those who are not on pretrial. The COVID pandemic had a significant impact on law enforcement and court operations which made comparative data analysis very challenging.

## Community Engagement

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

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

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

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

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

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

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

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

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





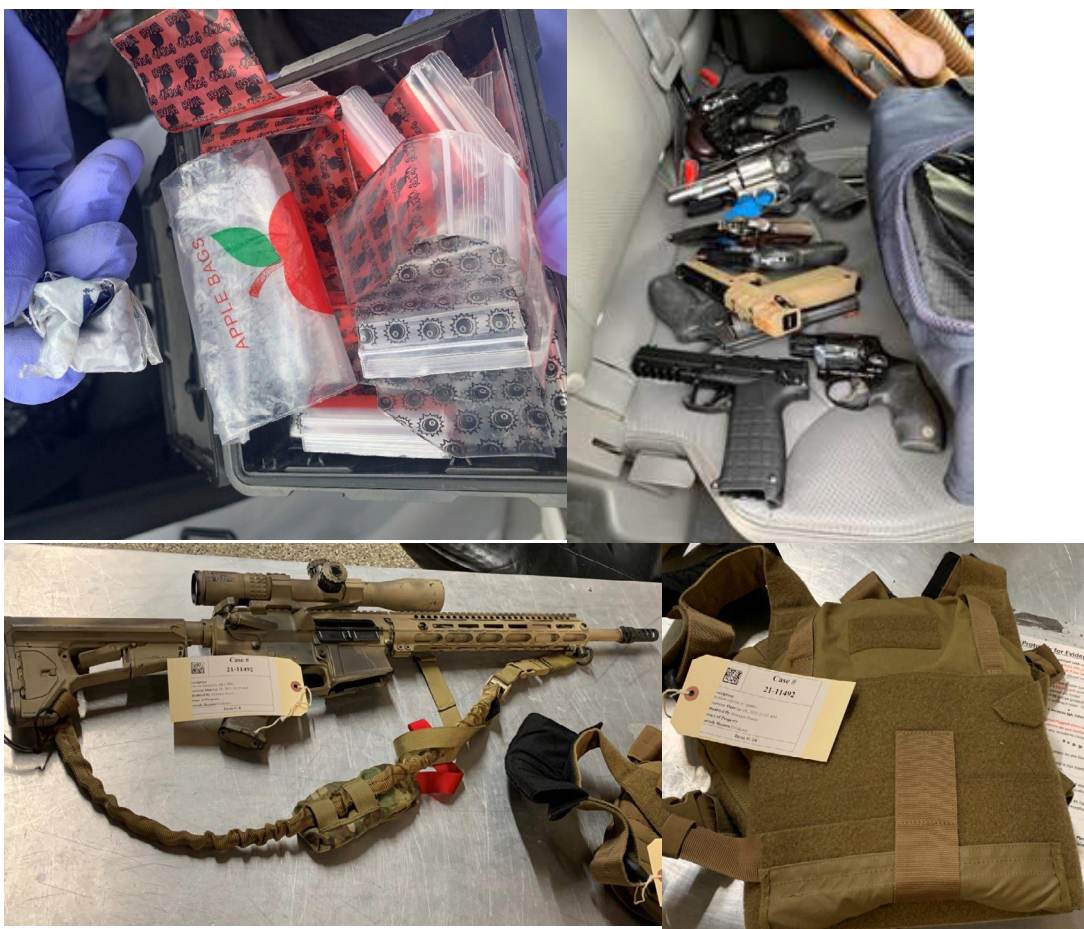
# PAROLE AND PROBATION

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

**Rally for Recovery** - Community collaboration that celebrates recovery from mental illness and addiction.

## 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. Below in Figure 1 is a picture of heroin and fentanyl packaged for deliver. Figure 2 shows multiple illegally possessed firearms by a probationer that were confiscated by parole officers. Figures 3 and 4 are pictures of a high powered semi-automatic rifle and a bullet resistant vest that was seized by parole officers while conducting a search.



## 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 a data dashboard.
- The division purchased its first drone which will be used to enhance officer safety.



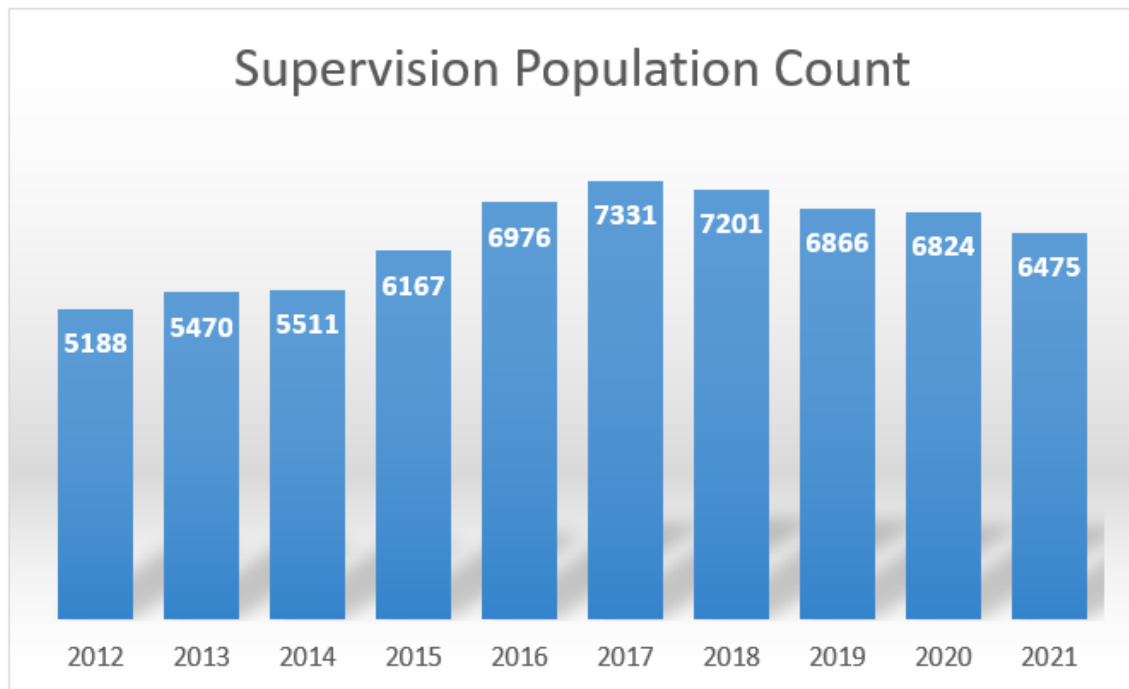
# PAROLE AND PROBATION

## Collaboration

- Worked with ND State Court Administration to select pretrial services pilot project sites and then worked with key stakeholders to implement and begin operations on July 1, 2020.
- Continued extensive collaboration on the implementation and operation of Free Through Recovery throughout the state.
- Lead the development and launching of a drug court in the Southeast Judicial District that primarily serves the Jamestown and Valley City area.
- Obtained a \$500,000 federal grant to provide training to drug court team members, conduct program evaluations and to fund the delivery of Thinking for a Change programming to drug court participants.

## Operations and Services

- 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.
- By renegotiating leases and moving office locations along with doing more sharing of office space we were able to contribute to saving the DOCR \$300,000 a biennium in office space rental.
- Parole and Probation staff and institutional case managers trained in EPICS.
- The Special Response Team (SRT) was deployed to Fargo and the Bismarck-Mandan area during the riots that occurred in the spring of 2019.



Note: \*One-day count taken January 1<sup>st</sup> of each year

\*\*2021 one-day count taken on June 30<sup>th</sup>

\*\*\*Population includes pretrial status individuals effective July 1, 2020



## Challenges

- Compensation remains a real concern for the DOCR. Just as the state has been working on justice reinvestment and reform, the state needs to make a concerted effort to find ways to work on compensation reform and reinvesting in our correctional staff who are recognized for leading and implementing criminal justice innovation and reform.
- Opioid use consisting of prescription narcotics, heroin and fentanyl, has caused many challenges for the department. These highly addictive and lethal drugs are often associated with an increase in theft and aggressive and violent behavior and we have even seen an increase a substantial increase in the number of people dying while on supervision.
- 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.
- 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.
- Accessing behavioral health services in rural ND remains a growing problem. Our clientele is seeing the shrinking of readily available and lasting access to behavioral health services throughout the state.
- Demand for specialty programs or services such as drug courts, domestic violence courts and veterans' treatment courts.
- Absconder prevention.
- Improving outcomes for the emerging adults on supervision. The 18-24 year olds' negative termination (revocation, absconson, death) rate is nearly 50%.
- Managing the stress and chaos associated with the enhanced pace of change which was exacerbated by the COVID pandemic.
- 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. DJS has two primary subdivisions; community corrections case management /supervision and secure care through the North Dakota Youth Correctional Center (NDYCC). Treatment and rehabilitation is accomplished primarily through the DJS intensive case management model.

## 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 program. Based on over 20 years of research, the Mandt System is a comprehensive, integrated approach to incident prevention and behavioral de-escalation. Mandt teaches the core values of dignity and respect, and DJS practice manages youth behavior based on those values.

## Operations

- Supervision and case management – 8 regional offices statewide served 292 youth.
- Secure custody-Youth Correctional Center housed DJS youth, 181 detention youth and four BOP youth. YCC provides pre-trial detention for several area counties.
- Juvenile detention- Promulgate rules, respond to violations, completes inspections statewide.
- Interstate Compact for Juveniles- Oversees cooperative interstate supervision of delinquent, absconding and runaway juveniles. Oversees daily operations and state council. Served 555 youth.
- Day Treatment- sets standards, oversees contracts and audits school based behavioral intervention programs, lead statewide advisory group. Day treatment classrooms supported 231 students during the biennium.
- In-Home family program- develops and manages contract. Provided services to 247 families.
- Victim notification- Maintains statewide compliance with NDCC 12.1-34-12, particularly Subsections 16 and 18.
- Quality assurance- sets goals and outcomes, investigates opportunities and provides recommendations for growth and improvement across community and facility operations.

Operations served 1510 youth during the biennium.





# DIVISION OF JUVENILE SERVICES



## 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:

- Continued the right-sizing of the Youth Correctional Center, with the average daily count decreased from 50 in July, 2019, to 21 in June, 2021.
- Shifted intake and assessment from a facility-based to a community-based process.
- Partnered with Parole and Probation to provide a pilot case management and supervision practice for 54 young adult probationers.
- Converted in-home family services to an evidence-based family therapy intervention.
- Partnered with Juvenile Court Unit 2 to provide collaboration and technical assistance to Spirit Lake Nation tribal juvenile court through a memorandum of understanding. This project is designed to improve fairness and access to services for youth adjudicated delinquent in tribal court.
- Built out Day Treatment hub program, which will serve as a training and technical assistance site for schools statewide.

## Challenges

- Physical plant at YCC creates significant barriers to providing optimum rehabilitative programming for youth.
- 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.

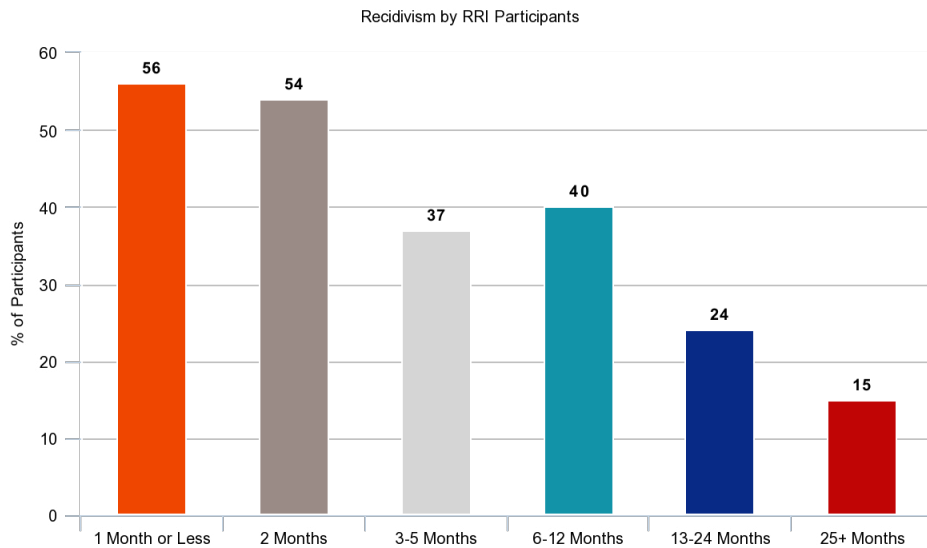
## Next steps

- Expand collaboration with Parole and Probation statewide, including setting goals for outcomes.
- Expand Day Treatment sites to include at least two new sites.
- Build out evidence-based family therapy capacity.

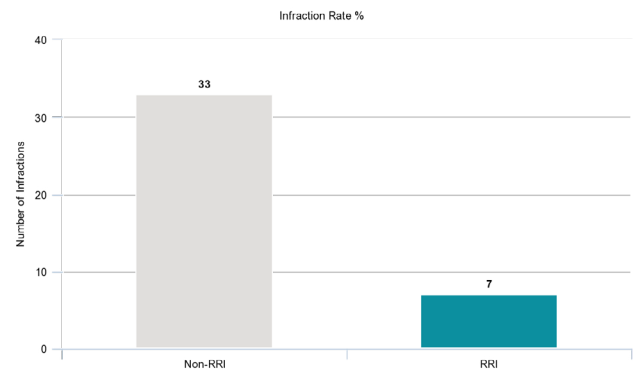
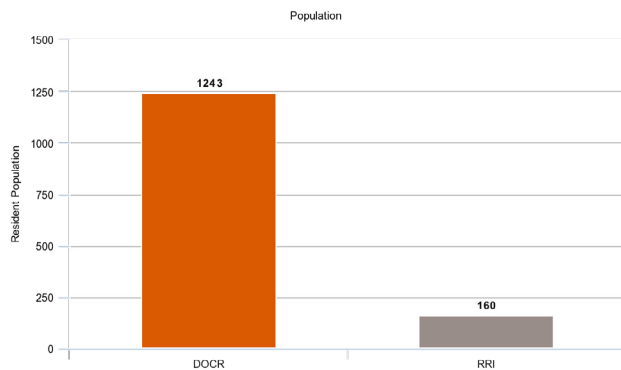
# ROUGH RIDER INDUSTRIES

The Department of Corrections (DOC) rehabilitative focus emphasizes making incarcerated adults a better neighbor upon release from prison. To be a better neighbor an individual will have to have a job. Rough Rider Industries (RRI) helps prepare and return individuals to the community possessing the skills necessary to be gainfully employed. RRI empowers people by getting to know them and understanding their strengths and weaknesses. RRI provides a positive, healthy work environment where participants are surrounded by like-minded individuals. We help our participants gain confidence in their work skill abilities which helps make their transition to the community more successful.

In 2017, RRI had 196 program participants released from prison. The below chart breaks down the 72 recidivists formerly enrolled in the RRI program and the number of months they were employed with RRI prior to release.



Correctional industry programs help reduce offender idleness inside correctional facilities, which is proven to decrease violence against staff and residents, and helps make our facilities safer. RRI program participants have to meet strict eligibility requirements to include a high school education or GED, be treatment compliant, and must display good institutional conduct. Listed below is a chart depicting infraction rates for RRI versus non-RRI residents as measured as a percent for all DOC residents.





# ROUGH RIDER INDUSTRIES

## Accomplishments, Activities, & Equipment Technologies

The RRI team to include staff and program participants, went above and beyond expectations during this unpredictable past biennium. RRI has always taken on many custom projects, however this past biennium proved RRI could create their usual product line, while learning how to manufacture items which would help keep our communities safe across the state. The RRI team worked hard to fulfill orders, putting in long production hours and quickly became efficient in creating in demand pandemic related items. These products required new materials, designs and patterns that program participants had to create. These new items included masks, neck gaiters, utility gowns, wellness barriers, signs and floor graphics, and biohazard bags all manufactured during the height of the pandemic. RRI even played a role in helping supply foam vaccine vial holders for transporting the Covid-19 vaccine.

Resourcing the materials and applying a fair price to the products was difficult, but the RRI team did not give up. These items were marketed and supplied to the US military, ND National Guard, K-12, ND University System, state governmental entities, long-term care facilities, medical centers, and correctional facilities.



Masks



Gowns



Plastic Barriers



Floor Graphics



Signs



Vaccine Carrier



Biohazard Bags

A key objective of RRI and the DOCR is to educate the public on our overall rehabilitative mission. One way of achieving this objective is by providing tours inside our facilities and explaining the important work and programs provided to the Adult in Custody (AIC) under our care. On January 16, 2020, RRI and the DOCR were the host of a mixer event sponsored by the BisMan Chamber EDC. This was a unique opportunity to showcase correctional industries, program participants and the rehabilitative work that we do. RRI residents led tours through the work areas, highlighting projects and technologies they utilize, and answered questions posed by the tour group. Tours were also provided of the North Dakota State Penitentiary by DOCR staff. Despite the extremely cold temperatures that day, we were happy with the turn out response and the event was deemed a success.



# ROUGH RIDER INDUSTRIES



Located just west of Mandan lies the Sunnyside Farm Barn which is on the National Register of Historic Places. This barn structure was built in 1926 and is a long and narrow, two-story structure measuring 36 by 180 feet. Over the course of many years this structure was in need of repair so during the summer of 2020, RRI and six program participants replaced windows and took on the challenge of scraping and painting this large structure. The project was completed over the course of 1.5 months and RRI was able to bring this historic structure back to life.

As mentioned, employment is a key element in helping determine an AIC's reentry success. To help make a difference, RRI took the unconventional step of hiring the department's first full-time former resident upon their release. This individual had participated in the RRI program approximately ten years and his overall job performance and valuable insight is already paying dividends to RRI and the DOCR.

Exposing RRI program participants to current equipment and software technologies that mirror that of today's manufacturing and private sector helps prepare individuals for the outside labor market. These offerings help make a smoother transition into the private sector job market and give individuals the necessary skills to find employment which is proven to improve lives and reduce recidivism.

Recent technologies added to RRI during this last biennium include the latest in sheet metal cutting technology in the purchase of a fiber laser machine. This technology allows raw metal product to be cut at high rates of speed with no contact to the material, making precise and repeatable high-quality cuts.





# ROUGH RIDER INDUSTRIES



Material handling is a big part of any manufacturing enterprise. In January 2021, RRI added a new telehandler with an 8,000 lb lift capacity to our materials handling equipment. This piece of equipment ensure product is handled in a safe and secure fashion and allows our program participants to operate heavy duty type loading equipment.

In January of 2020, RRI residents inside the North Dakota State Penitentiary were tasked with creating and began work on a Fallen Officer Memorial for the ND DOCR. This project was 100% designed and built by RRI residents and was something the program had never attempted before. The memorial honors three former ND correctional officers who lost their lives during the course of their duties. The memorial took six months to complete and is placed in front of the ND DOCR Central Office building.





# MAXIMUM SECURITY FACILITY



The North Dakota State Penitentiary (NDSPP) is a maximum custody facility that houses men sentenced to the Department of Corrections and Rehabilitation. The mission of the DOCR, along with NDSPP, is transforming lives, influencing change, strengthening community.

NDSPP 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). Facility-wide initiatives include Children of Incarcerated Parents Initiative, Peer Support Specialist Program, Community Volunteering, Resident Care Giver Program, Inmate Canine Assistance Program, the AMEND Project, Restoring Promise, Prison Fellowship Program, Shining Light Program, The Last Mile Project, Crisis Intervention Team, and the Victory Garden Project, as well as many other educational and vocational opportunities for residents.

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

While very few of the reports received under PREA are determined to be substantiated, the DOCR continues to review and investigate every allegation that meets the definitions of sexual abuse or sexual harassment as defined by the PREA standards. The agency is committed to protecting those in our care from sexual abuse and sexual harassment. During this biennium NDSPP had 0 substantiated sexual abuse allegations, 0 unsubstantiated sexual abuse allegations, 5 unfounded sexual abuse allegations, 8 substantiated sexual harassment allegations, 14 unsubstantiated sexual harassment allegations and 3 unfounded sexual harassment allegations.

## Dynamic Security

Each housing unit at NDSPP has a yearly unit event in which team members and residents participate in games together such as volleyball, bean bag toss, and softball. This is also accompanied with a meal or snack. BIU officers complete out-of-cell activities for those in segregation once per week. Both the morning and afternoon security shifts participate. Dynamic security focuses on establishing and maintaining positive rapport between residents and team members. This allows for pro-social relationship building between team members and the population, which enhances overall security of the facility.



# MAXIMUM SECURITY FACILITY

## Children of Incarcerated Parents Initiative

The Children of Incarcerated Parents Initiative (COIP) focuses on inhibiting the negative effects incarceration has on children due to their parents' incarceration. The NDSP visiting room has been a focus this past biennium. Walls have been painted to reduce the look and feel of a prison setting. The COIP members have worked with Mandan High School students to build furniture for the NDSP visiting room to enhance the experience of children visiting their parents.

## 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. All the peer support specialists at NDSP have lived experience, mental health and/or substance use issues and incarceration.

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



# MAXIMUM SECURITY FACILITY

## Community Volunteering - Import Model

Due to the global pandemic, the facility had reduced and, at times, eliminate community volunteering for safety purposes. However, the facility Community Resource Manager has maintained relationships with volunteers and continues to work with several volunteers to provide services remotely when possible.

## Resident Caregiver Program

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

## 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 Service Dogs for America (SDA). 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.

## AMEND Project Initiative

NDSP team members and management have been working with AMEND for the past several years. AMEND focuses on transforming prison culture and has many partnerships including Prison Law Office, California Health Care Foundation, Charles and Lynn Schusterman Family Foundation, the Irish Penal Reform Trust as well as a partnership with the Norway Prison System. Several team members have received training from AMEND and the facility is currently working on establishing a training curriculum with AMEND and facilitate as part of Correctional Officer Basic Training. The training focuses on establishing relationships with the population in order to enhance security while also transforming lives. The program's goal is to utilize correctional officers as change agents and part of the overall rehabilitation process.

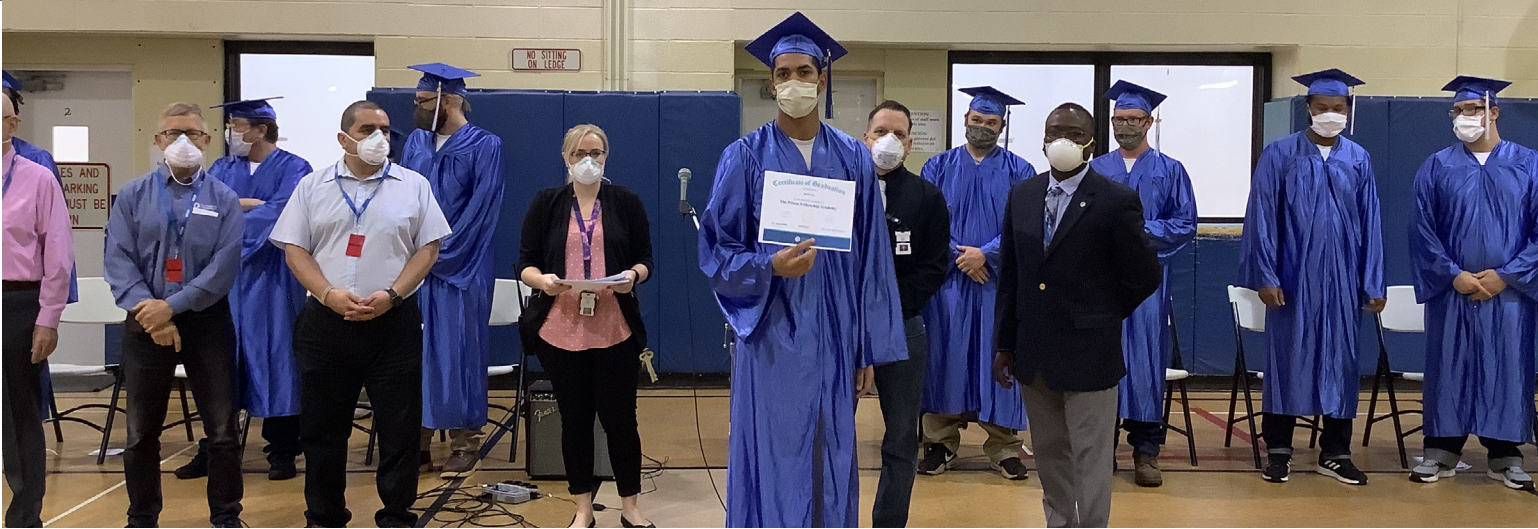
"The first day of incarceration starts the road to being a better citizen when you are released."

NDSP Lt. Daniel Lukach.





# MAXIMUM SECURITY FACILITY



## Restoring Promise Initiative

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

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

## Prison Fellowship Initiative

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

## Shining Light Initiative

Shining Light is a faith-based program provided to the facility at no cost. This program focuses on mentoring facilitated by the NDSP education department and requires a commitment from the residents of six weeks. The services are provided remotely and held twice a week.

## The Last Mile Initiative

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

# MAXIMUM SECURITY FACILITY



## Crisis Intervention Team (C.I.T.)

The Crisis Intervention Team utilizes residents who received specialized training for crisis intervention. This program is another example of the facility utilizing the population for resources. Residents who received the training are required to work shifts of four hours visually observing and communicating with those in crisis. Residents who participate in the program are eligible for meritorious-based sentence reduction.

## Victory Garden Initiative

The Victory Garden Initiative was established in 2018. The garden is maintained by residents selected by the facility. The garden has provided thousands of pounds of produce donated to local food pantries. The garden is managed by the NDSP Community Resource Manager.

## PANDEMIC MITIGATION

NDSP initiated an emergency response to the global COVID-19 pandemic on March 18, 2020. The facility has implemented over 50 mitigation strategies to inhibit the spread of COVID-19 including mandatory testing, mask mandates, isolation and quarantine protocols. For safety purposes, the facility suspended in-person visitation for several months. Visiting opportunities continue to be analyzed week by week. NDSP operations management continues to work with the DOCR medical health authority to establish safety measures within the facility. The facility has taken measures to maintain family relationships with those incarcerated. During the biennium NDSP has offered over 50,000 free calls and hundreds of free video visits for residents. This measure was needed as several resident institutional jobs were temporally suspended to limit the number of contacts between residents. NDSP has developed isolation and quarantine space within the facility to isolate those infected or exposed to the virus from the general population. This practice has resulted in preventing a serious facility wide breakout of COVID-19.





# MEDIUM SECURITY FACILITY

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

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

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

## COVID-Related Information (Occurred similarly at all facilities)

- Lowered our resident population in order to provide resident quarantine and isolation space.
- Established facility operations which created smaller cohorts consisting of individual housing units. This was done to limit the spread of COVID by restricting contact between residents from separate cohorts. This operational plan required creating a new facility schedule in order to accommodate separate programming and recreational periods. Through creative scheduling and staff diligence, we were able to maintain assigned resident treatment and educational, and work programming as well as provide adequate recreational time while restricting physical contact between residents from separate housing units.
- Staff participated in daily health screenings upon beginning their work shift throughout the pandemic. Staff also wore face masks throughout the day and higher levels of PPE when risk of exposure to residents infected with COVID-19.
- Aggressive testing of staff and residents occurred throughout the pandemic.
- A major shift occurred toward utilizing technology to connect residents with various services. This was initiated to limit physical contact between people and included medical and psychiatric services, contact with the courts, as well as connecting residents with family and friends in place of contact visiting. This interactive video contact is facilitated and controlled by staff to ensure unauthorized contact with the public does not occur.
- We were able to roll out a very successful resident vaccination plan which has resulted in over 80% of the residents being fully vaccinated.

# MEDIUM SECURITY FACILITY



## Garden

Residents worked during the summer seasons in the vegetable garden. Seeds and planting stock were donated by local businesses and individuals. The harvested vegetables are donated to the Community Action Food Pantry, Jamestown Senior Center, and the Streeter Senior Center. Harvested produce consisted of potatoes, tomatoes, garlic, onions, beets, carrots, cucumbers, and pumpkins. Over the last six summers, a total of 35,532 pounds of produce have been harvested and donated to those in need.

## Bike Project

JRCC accepted unclaimed bicycles from the City of Jamestown and the City of Valley City. The majority of these bicycles were inoperable and with donated parts, residents reconditioned these bicycles. The completed bicycles are given back to the community to be given to children in need.

## Amend

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

## Inmate Caine Assistance Program (ICAP)

JRCC has collaborated with Service Dogs for America (SDA) of Jud North Dakota since 2008. Resident dog trainers are carefully selected to care for and train dogs brought into JRCC by SDA. The dogs are taught obedience and basic commands while being socialized in the facility. This provides a service to SDA and teaches responsibility through meaningful, rewarding work to those assigned to the program. Caring for the dogs and helping to prepare the dogs to assist others gives the residents an opportunity to provide service to others.



# MEDIUM SECURITY FACILITY



## J R M U

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

- City of Jamestown Forestry Department completing multiple projects including tree removal, mulching, planting trees and flowers.
- 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.
- City of Jamestown in making sandbags and placing the sandbags in the needed locations to protect homes from flooding.
- Orphan Grain Train assisting in packaging donated food, clothing, medical and other needed items that shipped around the world. Residents also spent many hours helping remodel the inside and outside of the Orphan Grain Train's building.
- Salvation Army assisting in sorting and packaging donated food, clothes and furniture.
- Jamestown Civic Center assisting with setting up and tearing down of community events.
- Two Rivers Activities Center (TRAC) assisting TRAC staff with placing and removing turf for different community activities.





# TRANSITIONAL FACILITIES

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 and is nearing 75 years of existence. The main housing facility was built in 1992 and is comprised of 12 dorms surrounding the control center, in a wagon-wheel design, with a capacity of 191 residents. Residents housed at MRCC must be minimum custody requirements.

As part of the Transitional Facilities group, 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.

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

## Leveraging Resources, Engaging Communities, and Improving Lives

The ND DOCR partnered with the Girl Scouts Dakota Horizon and Backpacks for Kids Program by offering cookie sales within facilities. The ND DOCR was able to help Girl Scouts Dakota Horizon raise over \$7,500 (\$7,680) and provide over 1,500 boxes of cookies for the Backpacks for Kids Program.

The ND DOCR has aligned with AMEND for the past couple of years. AMEND is a program of the University of California - San Francisco, developed and delivered in partnership with the Norwegian Correctional Service. AMEND's goal is to support correctional staff, leaders, and their partners in the community to transform jails and prisons in the U.S. into institutions that actively promote the health and wellbeing of everyone who lives or works there. This partnership has resulted in staff participating in training programs with Norwegian Correctional Service staff, both in ND and Norway. A primary goal at MRCC, is to reimagine the role of a correctional officer.

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

NOTSTOCK is a Minot State University festival hosted on campus over several days. It features local artists, hands-on activities, and educating the public about the work behind art. Inspired through the Governor's Recovery Reinvented vision, The Minot State University Criminal Justice collaborated with the ND DOCR to feature inmate art, with one of the themes being the justice involved individual's view on what justice looks like. This type of community engagement is critical to helping society transform their perspectives of justice involved individuals.





# TRANSITIONAL FACILITIES



## Normality

Activities and enrichment classes are offered to try and make everyday life and routines in prison, as similar to life outside, as possible. These activities range from participating in book clubs, art opportunities, and field trips and graduation ceremonies for those participating in education classes.

## Community Service Work Through Dynamic Security

Residents are given opportunities to give back to the local community while interacting with team members. This allows for pro-social relationship building between team members and resident, which enhances the overall security and environment of the facility. Some of these activities have been continued participation in the United Way Day of Caring, assisting with the American Legion's Hoop for the Holidays Food Drive, and making fleece blankets for the Abused Adult Resource Center.

## Progression

Free Through Recovery (FTR) services have traditionally been reserved for qualifying individuals once they are back in the community. MRCC staff have requested and initiated FTR services for individuals still incarcerated to increase connections to establish positive support systems prior to reentry to the community. The innovative thinking of staff to challenge processes will help improve outcomes for justice involved individuals.

As criminal justice involved individuals work on their rehabilitation, they are given opportunities to participate in Recovery Reinvented by watching it live streamed or being escorted to the live event if they reside at MRCC.

## Community Volunteering - Import Model

Due to the global pandemic, the facility had reduced and, at times, eliminate community volunteering for safety purposes. However, the facility Community Resource Manager has maintained relationships with volunteers and continues to work with several volunteers to provide services remotely when possible.





# TRANSITIONAL FACILITIES



## 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 Service Dogs for America (SDA). 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.

## Victory Garden Initiative

The Victory Garden Initiative was established in 2018. The garden is maintained by residents selected by the facility. The garden has provided thousands of pounds of produce donated to local food pantries. The garden is managed by the NDSP Community Resource Manager.



# WOMEN'S FACILITIES

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

Capacity: 21 general population beds, 1 medical bed, and 1 restrictive housing bed

Average daily resident population: 16

HRCC will be adding a 35-bed unit fall of 2021; this will allow them to expand services to more women.

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

The Core Services and Treatment Programs provided:

- Medical and dental services as needed
- DOCR Case Management
- Phoenix New Freedom Program
- Moving On
- Cognitive Behavioral Interventions for Substance Abuse (CBISA)
- Parenting education and skill development
- Wellness and support groups
- Women's Circle
- Individual counseling
- Structured social learning environment
- High school diploma and GED services
- Collaboration with follow-up agencies for pre-discharge treatment planning





# WOMEN'S FACILITIES



## **Phoenix New Freedom Program (PNF):**

The Phoenix New Freedom (PNF) program addresses some of the most frequent pathways to women's offending or similar life problems. Participants will be able to identify the nature of risk these areas still present in their lives. It then provides a series of stages-of-change and Motivational Interviewing-based interventions for group and individual work, helpful guidelines for staff to help identify and address specific issues, a clear set of behaviorally stated objectives, and situational confidence assessments.

## **Moving On:**

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

## **Women's Circle:**

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



## Heart River Lutheran Church:

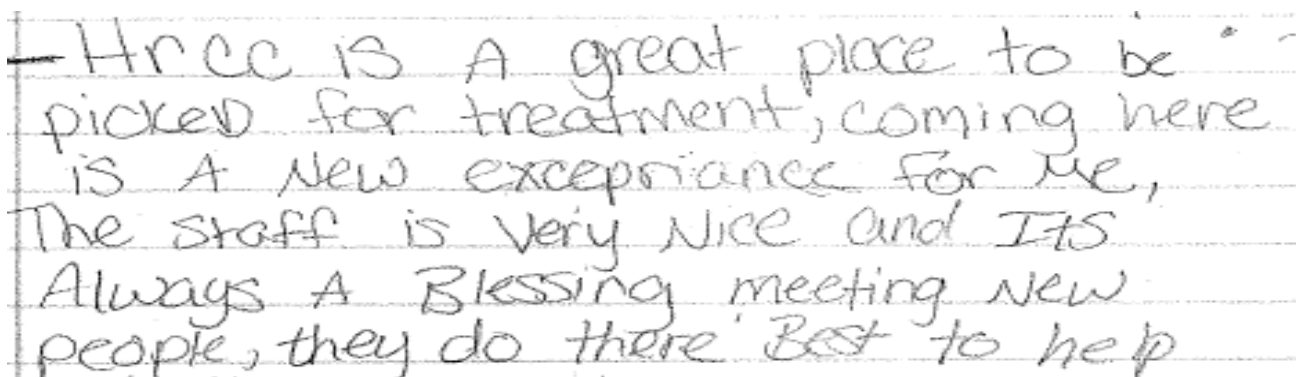
The Heart River Correctional Center has been unique in that, in addition to the Chaplain, the facility has partnered with the Heart River Lutheran Church to provide services to residents while they reside on campus and as they work to transition back into the community. Heart River Lutheran Church holds regular worship services on campus. The congregation provides a supportive, welcoming community where positive relationships are built. There are regular game nights at which the Pastor interacts and engages with residents through a variety of special activities (games, art projects and other creative endeavors). The Pastor and Deacon both visit cottages weekly and are available on-call if requested by a resident. Volunteers are vetted and trained. There is also an opportunity for support and for connection on release from the facility through the non-denominational Bridges of Hope program. The hope is that the positive relationships that begin on campus can continue once residents return to the community. On release, residents are given quilts and fresh-start kits which include Bridges of Hope contact information and a summary of the opportunities available through Bridges of Hope. Weekly sessions are held in the community at which a meal is served, food pantry items are provided, and relationships continue and grow, sometimes evolving into more formal mentorships. The congregation also provides assistance to those being released, such as clothing, a bike, groceries, or a place to stay for a few days. Efforts are made to have contact points in other communities for those released outside the Bismarck-Mandan area.

**The Parenting Inside Out® program** is an evidence-based parenting skills training program developed for criminal justice involved parents. The prison parenting program is appropriate for both incarcerated mothers and incarcerated fathers who are parenting from prison.

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

### Topics Covered:

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



— HRC is a great place to be picked for treatment, coming here is a new experience for me, the staff is very nice and it's always a blessing meeting new people, they do there best to help

# WOMEN'S FACILITIES

Dakota Women's Correctional and Rehabilitation Center (DWCRC) contract is 131 bed facility that houses Minimum through Maximum custody women. DWCRC offers 3.5 and 2.1 Substance Abuse Programming, Conflict Resolution; Sex Offender Treatment, and Enrichment Programming. DWCRC enrichment programming includes: Within My Reach (domestic violence), ORU Skills Group, Moving on (gender specific and criminality), Seek Safety (Substance Abuse and PTSD) Healthy Families, Human Trafficking, Art Class, Peer Led Art Class, Book Club, Gardening, Scrapbooking, NA, AA, Peer Support, PIYO classes, Community Resource Lectures, Health Lectures, Crocheting, Quilting, Religious/Cultural Activities, Entrepreneurial Trainings, TED Talks, White Bison Training. DWCRC also offers Education/Vocational Programming that includes GED/ABE, Welding, Photography, Carpentry, Parenting, Serve safe, CPR certification, Career Readiness, and Computer Classes.

Below are a few of the highlighted enrichment classes that are available for the women. Unfortunately, some have been suspended due to covid.

## **PIYO**

An exercise group led by Administrative Captain Lenore Witte, with three sessions held for an hour weekly. Residents were required to sign up for this class due to the limited availability for space. The class allowed for 2-4 residents along with the instructor and was offered to both units prior to being suspended due to covid.

## **Dance to be Free**

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

## **Book Club**

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

## **Movie Nights**

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

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

- Dickinson's Women's Shelter
- Dickinson's Homeless Coalition
- Stark County Social Services
- New England Food Pantry
- SW ND Help for Heroes
- St. Alexius Dialysis Unit
- St. Joseph's Catholic Church
- St. Benedict's Nursing Home
- Various other Benefits

In addition to the above donations- Numerous boxes of hats, scarves, mittens and lap blankets were placed at Cashwise foods and Paragon Bowl in Dickinson for those needing items on cold days. Deputy Warden Urlacher estimates approximately thirty residents participated. Due to COVID, this program has been paused.

# WOMEN'S FACILITIES



## **CPR/AED**

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

## **Community Action**

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

## **Pumpkin Puree/Pie Donations**

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

## **Christmas Baking**

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





# WOMEN'S FACILITIES



## Family Fun Day 2021

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

## Photo Area Creations

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

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

November 2020: Each year at Thanksgiving the residents at Westrac participate in a "Christmas Card Workshop" where they craft handmade holiday cards for friends and family. The women get crafty while enjoying treats, cocoa, and company.

December 2020: Due to the global pandemic, in-house activities were the norm. The residents at Westrac decided to complete a Christmas door decorating contest – all the doors were very creative and going forward this will be an annual activity. Also in December, Centre Inc. staff "adopted" a mom and her children, at the Jeremiah Program in Fargo, for Christmas. All staff at Westrac participated and were able to make sure the mom and her children received everything on their wish lists and then some!

Throughout 2020 and 2021 the Jerimiah Program was not the only agency Centre helped support; we hosted "needs drives" for Youthworks, the food pantry, and the YWCA. Case managers and residents volunteered at the Fargo Community Gardens, Salvation Army and St. Vincent's.

All staff at Westrac have worked diligently to keep residents safe and healthy as we navigate COVID, to date only eight residents tested positive. All of them were either asymptomatic or had only mild symptoms.

# WOMEN'S FACILITIES

## Training/Group Participation:

In March 2020 one case manager participated in LSI-R training.

In September 2020, three staff from the Centre female facility participated in the virtual Thinking for a Change facilitators training. All Westrac Case Manager's completed EPICS training in 2021.

In May 2021, five staff from the female facility were trained in Conflict Resolution – the first group started immediately after training.

In October 2021, four staff from the female facility were trained in Thinking for a Change.

Core Correctional Practices and Motivational Interviewing trainings occur on a regular basis. All new staff participate, and veteran staff participate when they feel the need to brush up on their skills.

## Groups:

In August 2020, ZING, a trauma informed empowerment group run by Heartsprings in Fargo, started at the Centre female facility; 16 women completed the group successfully.

Responsive Risk Reduction for Women runs continuously; in 2020, 70 women graduated the program and so far in 2021, 80 women have graduated.

Thinking for a Change group also runs continuously; in 2020, 49 women graduated and so far in 2021, 42 women have graduated.

In 2020, 48 residents graduated from CBISA; the numbers were lower due to having groups at half capacity and low referrals due to COVID. In 2021, so far, 63 women have graduated CBISA.

On September 1, 2021, four staff from the female facility were awarded with life saving awards from the DOCR.





# WOMEN'S FACILITIES



**Centre Mandan contract** is for a 20 bed transitional facility that houses minimum custody women. The programs they offer are 2.1 Substance Abuse programming and Aftercare. Mandan Centre's since March 2020 has been COVID. The Pandemic Response Efforts have been extremely successful to date. Early March '20 presented many uncertainties. Centre developed a plan which focused on implementing the Center for Disease Control's best practices. Centre routinely communicated our efforts to our residents, personnel, and referral sources. Centre stayed apprised of North Dakota Health Department's guidance and completed the state's "Workplace Assessment for COVID-19" for all locations. Early on, Centre's proactive tactics included minimizing incoming referrals to the residential programs, temporarily discontinuing and or minimizing resident community access, off-site resident quarantine, stopping on-site unnecessary campus visits, and sanitizing and utilization of PPE and social distancing. Staffing patterns were assessed to ensure adequate coverage was possible in the event a department experienced an infection outbreak. Centre coordinated efforts with local and state healthcare officials and bi-weekly resident and personnel testing for COVID-19 was implemented.

## Mandan Centre success through COVID:

Centre Inc. Mandan has had 17 resident positive COVID-19 cases since the Pandemic began. To date (10-13-21) there have been zero Centre Inc. resident hospital admits due to the Coronavirus. From February 1, 2020, through October 13, 2021, Centre Inc.'s Mandan Residential Program has served 513 adult women and men.

North Dakota Mission of Mercy was a two day clinic providing free dental care to people in need. Some of the services provided included; cleanings, x-rays, endodontics, prosthodontics and oral surgery. This event was held in Bismarck at the Event Center on October 1-2 and staffed with dental professionals and lay volunteers. Centre Inc. Mandan had three staff members volunteer as greeters and patient guides.

Centre Inc. Mandan participated in Mandan's Adopt – A – Street Program.

They have has adopted 6th Ave SE from Main Street to Third Street as their adopted street. Depending on the amount of litter residents and staff will go out 1-2 times a year. The last litter pickup was on October 6th with five staff and 15 residents helping to keep the street clean.



# WOMEN'S FACILITIES

**The Bismarck Transition Center (BTC)** is a DOCR contract facility that housed minimum security women. BTC opened this unit in October 2015 and closed this unit in March 2020 due to COVID. The dorm like living setting for 16 was not conducive for social distancing required with COVID. The programs they offered were 2.1 Substance Abuse Programming, Risk Responsivity Reduction for Women and the enrichment programs include LIVEmpowerment. This contract ended in March 2020.

**Heart River Correctional Center Maple** is DOCR operated facility and currently has a 13 bed capacity. It is a therapeutic environment that offers substance abuse, gender responsive programming and trauma informed programming for DOCR residents who are case planned and arrive from DWCR, New England.

**Dakota Women's Correctional and Rehabilitation Center**, Dickinson, is a DOCR contract that houses up to 16 women on in the Southwest Multi-Correctional Center Dickinson. This facility houses women when they are participating in substance abuse programming (seeking safety). They receive a case plan for programming at this facility and are transported from DWCR for programming close to the end of their sentence. This program is approximately 10 weeks in length.





# INDEX



# INDEX

## ADMINISTRATION

### Schedule of Expenditures by Division by Program (Unaudited) For the Biennium ended June 30, 2021

<u>Description</u>	<u>Amount</u>
<b>Division of Juvenile Services</b>	
Youth Correctional Center	\$ 14,666,906
Juvenile Community Services	\$8,751,736
Central Office – Juvenile	\$5,259,893
<b>Total Division of Juvenile Services</b>	<b><u>\$28,678,535</u></b>
<b>Division of Adult Services</b>	
Adult Administrative Services	\$ 13,491,543
Parole and Probation	\$23,722,577
Pretrial Services	\$761,812
Transitional Planning	\$3,318,961
Maximum Security Facility – NDSP	\$41,143,158
Medium Security Facility – JRCC	\$32,131,334
Transitional Facilities – MRCC & Contract Facilities	\$28,385,074
Behavioral Health	\$19,698,894
Education	\$6,069,877
Women’s Services – HRCC and DWCRC Facilities	\$12,577,374
Rough Rider Industries	\$15,944,972
Central Office – Adult	\$46,110,623
<b>Total Division of Adult Services</b>	<b><u>\$243,356,199</u></b>
<b>Total Department of Corrections and Rehabilitation</b>	<b><u>\$272,034,734</u></b>
<b>General Funds</b>	<b>\$ 178,827,404</b>
<b>Special Funds</b>	<b>\$22,483,132</b>
<b>* Federal Funds</b>	<b>\$70,724,198</b>
	(* \$54,856,749 is Coronavirus Funds)

## ADMINISTRATION

**Schedule of Expenditures by Division by Line Item (Unaudited)  
For the Biennium ended June 30, 2021**

<u>Description</u>	<u>Amount</u>
<b>Division of Juvenile Services</b>	
Salary and Benefits	\$21,918,718
Operating Expenses	\$5,449,938
Capital Assets	\$603,679
Grants	\$706,200
<b>Total Division of Juvenile Services</b>	<b><u>\$28,678,535</u></b>
<b>Division of Adult Services</b>	
Salary and Benefits	\$134,264,606
Operating Expenses	\$93,650,227
Capital Assets	\$3,621,916
Grants	\$11,819,450
<b>Total Division of Adult Services</b>	<b><u>\$243,356,199</u></b>
<b>Total Department of Corrections and Rehabilitation</b>	<b><u>\$272,034,734</u></b>
<b>General Funds</b>	<b>\$178,827,404</b>
<b>Special Funds</b>	<b>\$22,483,132</b>
<b>* Federal Funds</b>	<b>\$70,724,198</b>
	(* \$54,856,749 is Coronavirus Funds)

## ADMINISTRATION

### APPROPRIATION STATUS REPORT For the Biennium ended June 2021

	Original Appropriation	Current Appropriation	Expenditures	Remaining Appropriation
<b>Expenditures by Line Item</b>				
53077 Adult Services	239,347,635.00	292,953,705.10	227,408,242.86	65,545,462.24 (1)(2)
53079 Youth Services	32,286,330.00	37,287,693.00	28,681,518.53	8,606,174.47 (1)(2)
<b>Total Expenditures</b>	<b>271,633,965.00</b>	<b>330,241,398.10</b>	<b>256,089,761.39</b>	<b>74,151,636.71</b>
<b>Expenditures by Funding Source</b>				
General Funds	229,678,076.00	231,928,044.10	178,827,404.46	53,100,639.64 (1)(2)
Federal Funds	16,663,970.00	72,085,528.00	70,724,198.23	1,361,329.77
Special Funds	25,291,919.00	26,227,826.00	6,538,158.70	19,689,667.30
<b>Total Expenditures by Source</b>	<b>271,633,965.00</b>	<b>330,241,398.10</b>	<b>256,089,761.39</b>	<b>74,151,636.71</b>

(1) Of the remaining appropriation amount, \$6,000,000 was approved for carryover into the 2021-2023 biennium for deferred maintenance and extraordinary repairs.

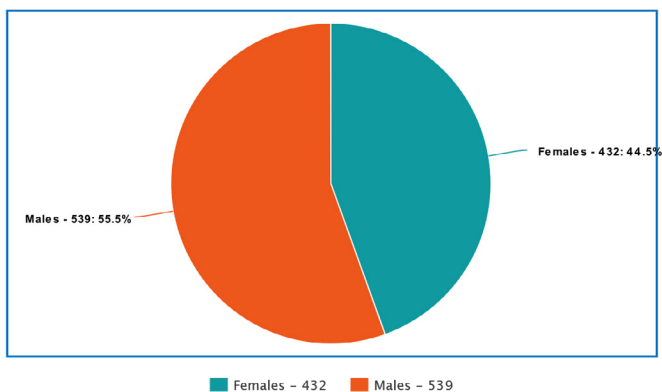
(2) Of the remaining appropriation amount, \$267,438 was approved for carryover into the 2021-2023 biennium for completion of the electronic medical record (EMR) system.



## HUMAN RESOURCES

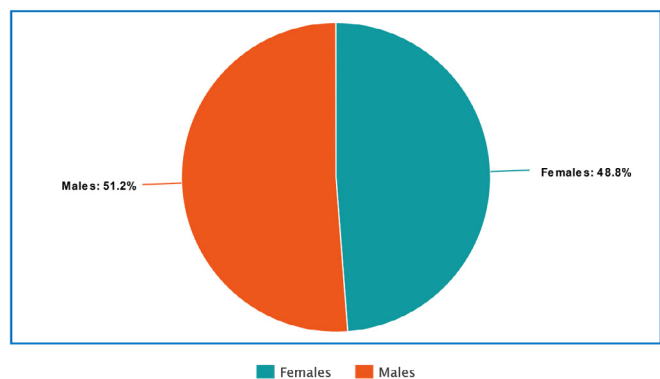
ND Department of Corrections and Rehabilitation, Employee Turnover Rates												
ND DOCR Turnover by Division 2011 - 2020												
Year	All DOCR	All Division of Adult Services	All Division of Juvenile Services	Youth Correction Center	DJS Community	Parole & Probation	Missouri River Correction Center	James River Correction Center	ND State Penitentiary	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%	9.9%	23.2%	16.3%
2012	18.4%	17.7%	22.4%	21.8%	13.9%	8.0%	31.4%	16.2%	23.6%	10.6%	22.2%	
2013	17.4%	17.5%	18.7%	14.3%	35.2%	4.9%	21.0%	21.3%	21.5%	15.5%	3.1%	18.6%
2014	19.9%	18.8%	19.2%	23.6%	6.8%	4.7%	27.4%	26.6%	29.7%	10.5%	6.5%	
2015	20.9%	20.6%	29.0%	27.7%	23.7%	3.7%	27.4%	25.0%	26.8%	11.3%	10.1%	20.7%
2016	20.5%	19.0%	27.8%	28.9%	40.6%	8.9%	14.0%	27.0%	18.4%	23.3%	16.1%	
2017	16.5%	15.0%	25.5%	25.7%	25.0%	4.1%	18.4%	18.9%	22.3%	10.9%	6.5%	17.6%
2018	18.6%	17.1%	25.0%	24.5%	26.5%	9.0%	14.0%	20.0%	24.6%	9.4%	10.7%	
2019	18.9%	19.6%	14.2%	13.3%	16.7%	9.8%	17.6%	18.2%	23.8%	26.5%	10.3%	18.1%
2020	17.4%	17.0%	20.6%	23.7%	11.8%	11.7%	25.6%	13.2%	20.6%	21.8%	9.1%	
Overall Average	18.3%	17.7%	21.9%	22.1%	21.4%	7.1%	20.2%	20.7%	22.5%	15.0%	11.8%	

2019 DOCR Demographics



Total: 971  
Includes all (authorized, temp, non-classified, board members)

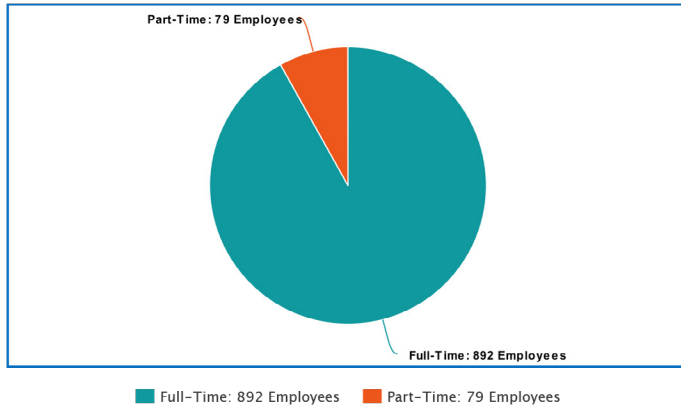
ND State Population Demographics  
US Census Quick Facts for ND, estimates for July 1, 2019



Total: 760,077

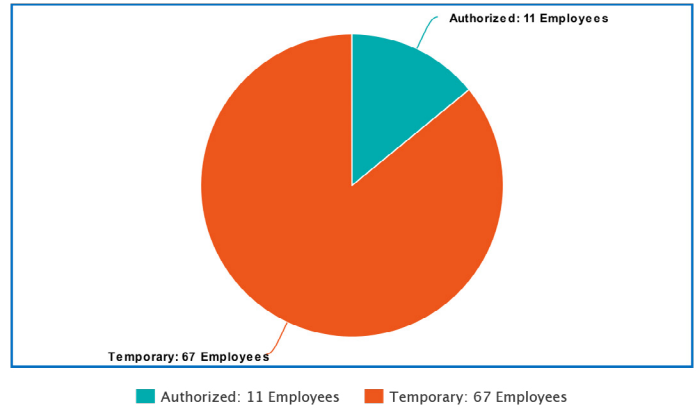
## HUMAN RESOURCES

2019 DOCR Full- & Part-Time Demographics



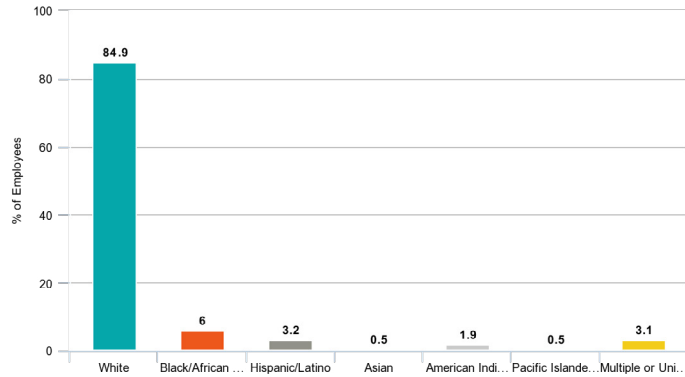
Total: 971

2019 DOCR Part-Time Status Demographics



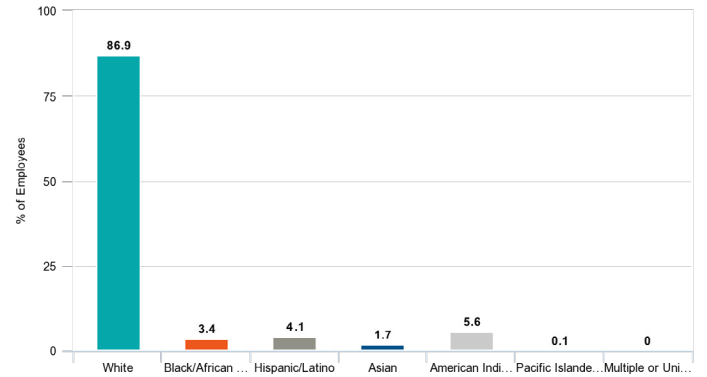
Total: 78 Temporary includes Board Members

2019 DOCR Workforce Ethnicity



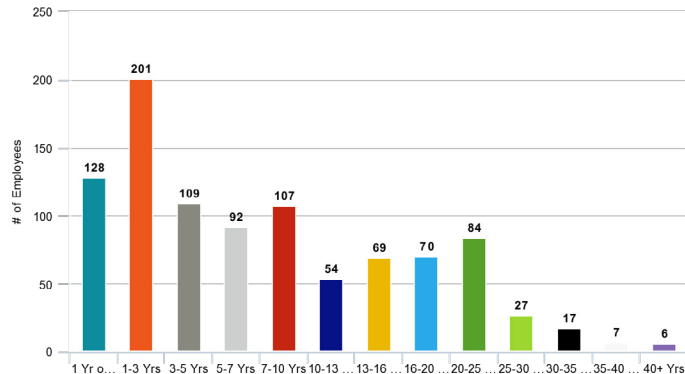
Total: 971

2019 ND State Workforce Ethnicity



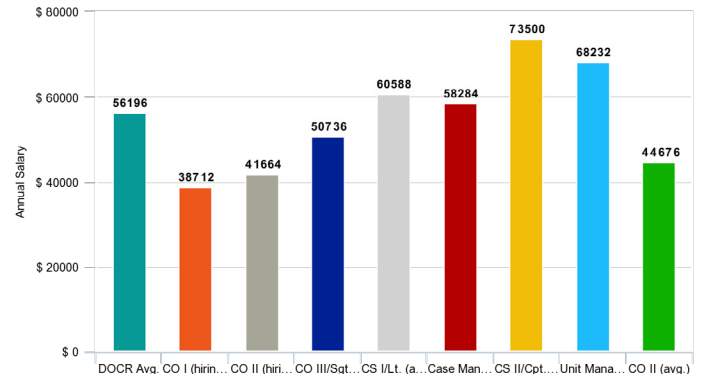
Total: 762,062

2019 DOCR Years of Service

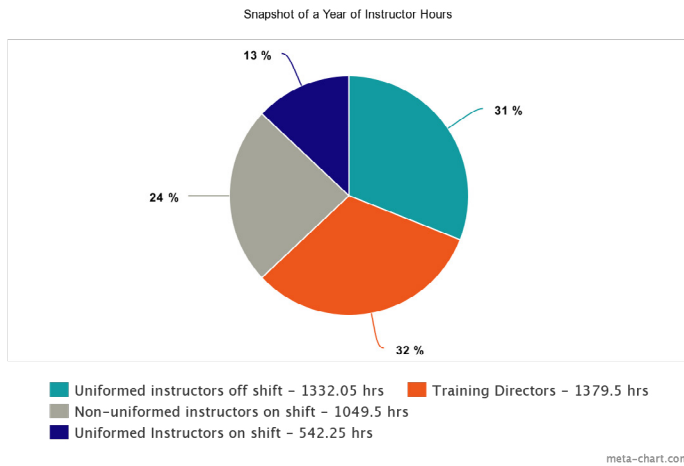


Total: 971

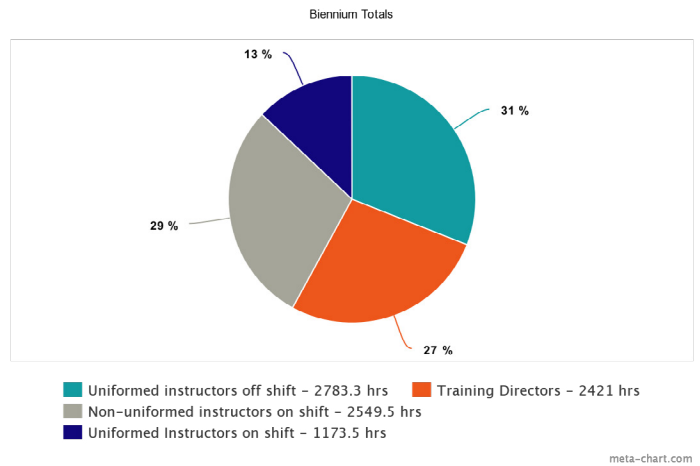
2019 DOCR Salary



## STAFF DEVELOPMENT

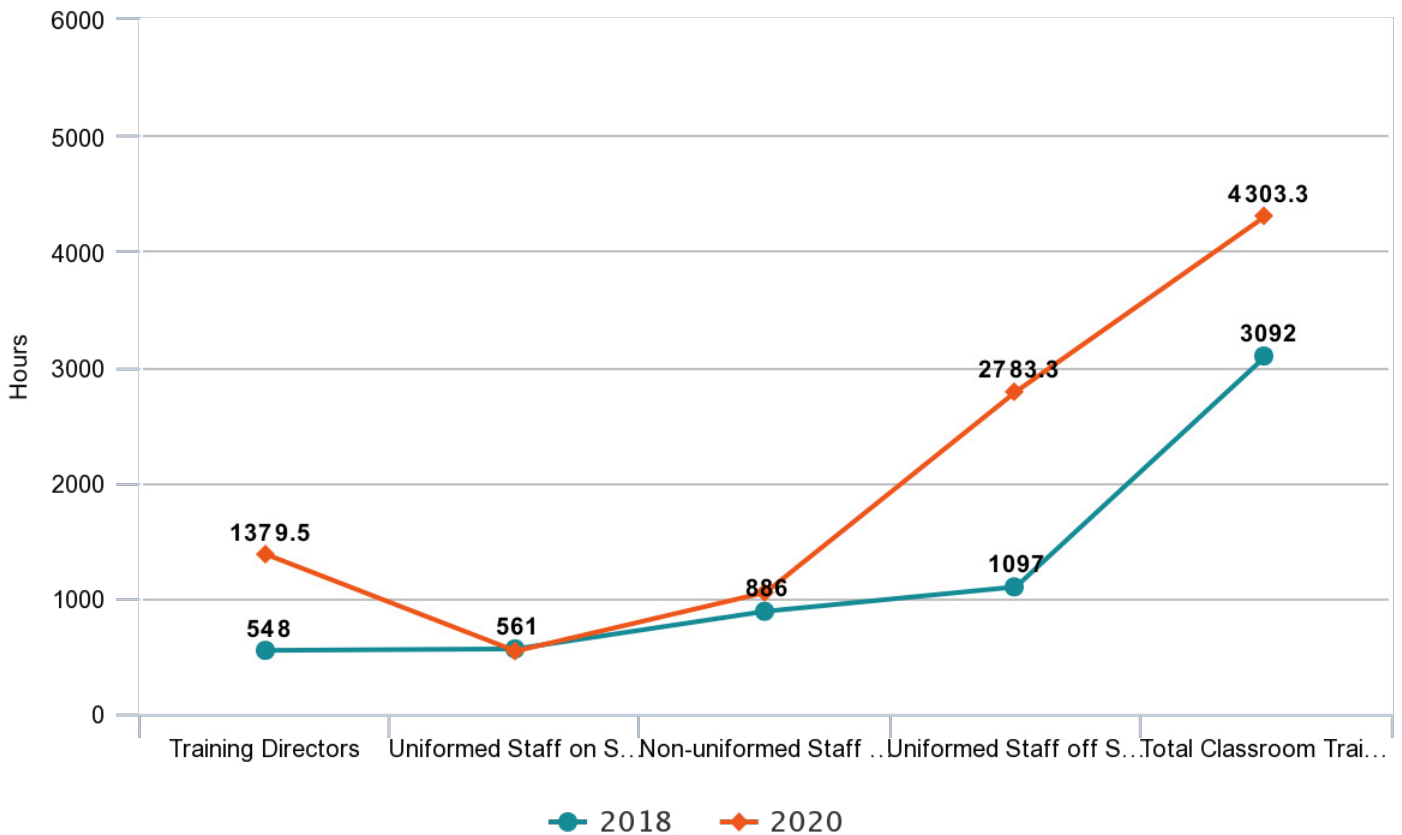


2020 total: 4303.3 instructor hours



Biennium total: 8927.3 instructor hours

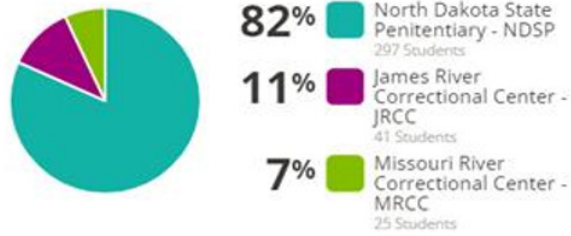
Training Growth in Hours





## EDUCATION

### School Distribution

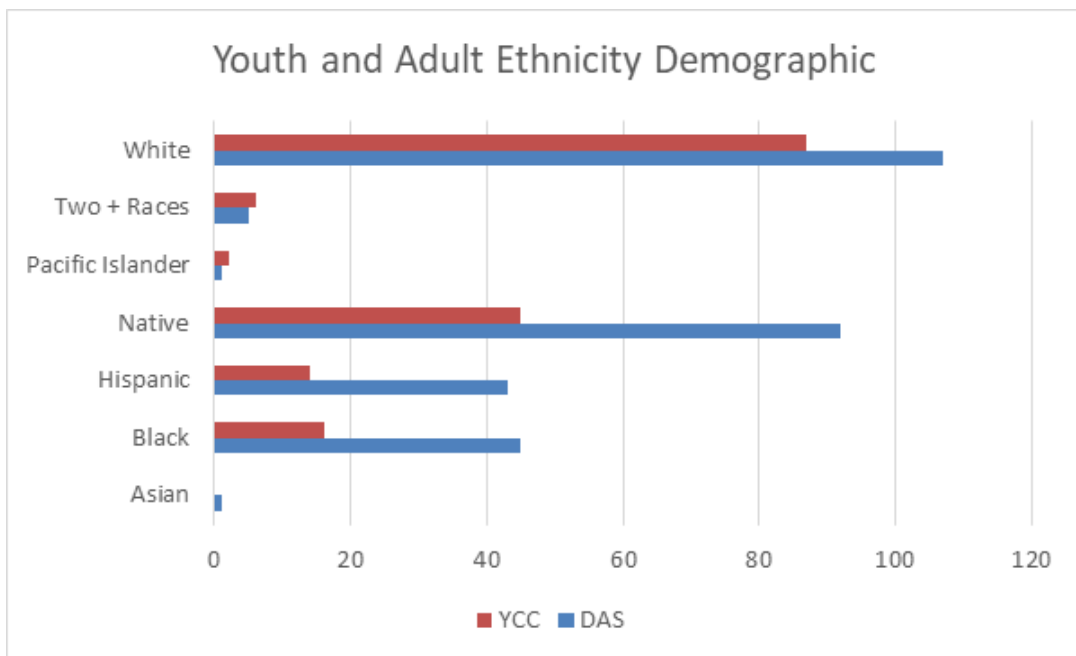


### Summary Results

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

	Not at Risk	At Risk
North Dakota State Penitentiary - NDSP 297 Students	53% 157	47% 140
James River Correctional Center - JRCC 41 Students	37% 15	63% 26
Missouri River Correctional Center - MRCC 25 Students	36% 9	64% 16



## BEHAVIORAL HEALTH

From July 1st, 2019 to June 30th, 2021, Behavioral Health staff completed the following number of assessments and made the following referrals:

Assessment Type	Total	% Referred
Substance Use	1670	91
Conflict Resolution Programming	1084	20
Sexual Offense	458	35
Thinking for a Change	1775	70

The following percentages depict the number of additional referrals made to the Behavioral Health department between July 1st, 2019 and June 30th, 2021.

Program	% of Men Referred Upon Entry to Prison
New Pathways to Healthy Relationships	13
Psychiatric Medication Monitoring	14
Mental Health Release and Integration	2

Program	% of Men Referred Upon Entry to Prison
Thinking for a Change (T4C)	70
Cognitive Behavioral Interventions for Sexual Abuse (CBISA)	91
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	35
New Pathways to Healthy Relationships (NPHR)	13
Conflict Resolution Program (CRP)	20
Psychiatric Monitoring with Medications	14
Mental Health Release and Integration	2

## BEHAVIORAL HEALTH

### Program Completion Data

The following tables show the number of men who completed each type of group intervention program in a DOCR prison or transitional facility from July 1st, 2019 to June 30th, 2021.

Program	Total Completions
Thinking for a Change (T4C)	1,100
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	1,207
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	85
New Pathways to Healthy Relationships (NPHR)	196
Conflict Resolution Program (CRP)	157
<b>Overall Total</b>	<b>2,745</b>

NDSP	Total Completions	MRCC	Total Completions
Thinking for a Change (T4C)	384	Thinking for a Change (T4C)	108
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	366	Cognitive Behavioral Interventions for Substance Abuse (CBISA)	127
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	22	Cognitive Behavioral Interventions for Sexual Offending (CBISO)	Not Offered
New Pathways to Healthy Relationships (NPHR)	93	New Pathways to Healthy Relationships (NPHR)	29
Conflict Resolution Program (CRP)	105	Conflict Resolution Program (CRP)	Not Offered
<b>Overall Total</b>	<b>970</b>	<b>Overall Total</b>	<b>264</b>



## BEHAVIORAL HEALTH

JRCC	Total Completions	JRMU	Total Completions
Thinking for a Change (T4C)	269	Thinking for a Change (T4C)	162
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	231	Cognitive Behavioral Interventions for Substance Abuse (CBISA)	244
Cognitive Behavioral Interventions for Sexual Offending (CBISO)	63	Cognitive Behavioral Interventions for Sexual Offending (CBISO)	48
New Pathways to Healthy Relationships (NPHR)	74	New Pathways to Healthy Relationships (NPHR)	Not Offered
Conflict Resolution Program (CRP)	52	Conflict Resolution Program (CRP)	Not Offered
<b>Overall Total</b>	<b>689</b>	<b>Overall Total</b>	<b>454</b>

Bismarck Transition Center (BTC)	Total Completions	Centre, Inc. - Grand Forks	Total Completions
Thinking for a Change (T4C)	85	Thinking for a Change (T4C)	26
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	124	Cognitive Behavioral Interventions for Substance Abuse (CBISA)	25
CBISA Aftercare	18	CBISA Aftercare	1
<b>Overall Total</b>	<b>227</b>	<b>Overall Total</b>	<b>52</b>

Centre, Inc. - Fargo (Males)	Total Completions	Centre, Inc. - Mandan (Males)	Total Completions
Thinking for a Change (T4C)	56	Thinking for a Change (T4C)	10
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	73	Cognitive Behavioral Interventions for Substance Abuse (CBISA)	17
CBISA Aftercare	21	CBISA Aftercare	2
<b>Overall Total</b>	<b>150</b>	<b>Overall Total</b>	<b>29</b>

# INDEX

## BEHAVIORAL HEALTH

### Women's Facility Program Completions

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

<b>Dakota Women's Correctional &amp; Rehabilitation Center (DWCRRC)</b>	<b>Total Completions</b>
Thinking for a Change (T4C)	7
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	90
Sex Offender Treatment Program (SOTP)	2
Parenting Class	37
<b>Overall Total</b>	<b>136</b>

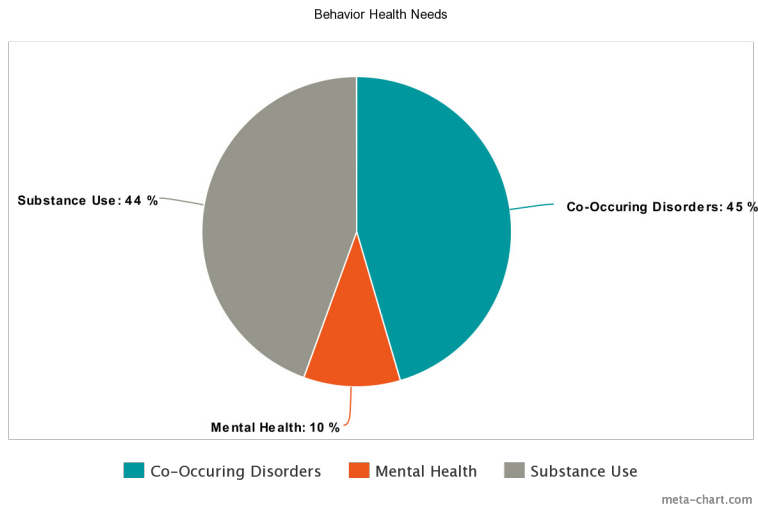
<b>Centre, Inc. - Fargo (Females)</b>	<b>Total Completions</b>	<b>Centre, Inc. - Mandan (Females)</b>	<b>Total Completions</b>
Thinking for a Change (T4C)	46	Thinking for a Change (T4C)	Not Offered
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	62	Cognitive Behavioral Interventions for Substance Abuse (CBISA)	95
CBISA Aftercare	1	CBISA Aftercare	7
<b>Overall Total</b>	<b>109</b>	<b>Overall Total</b>	<b>102</b>

<b>Bismarck Transition Center (BTC)</b>	<b>Total Completions</b>
Cognitive Behavioral Interventions for Substance Abuse (CBISA)	30
<b>Overall Total</b>	<b>30</b>

## BEHAVIORAL HEALTH

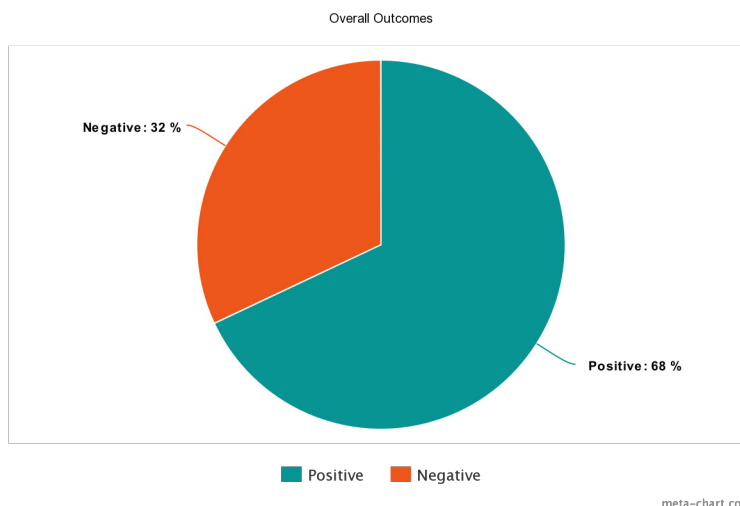
### Free Through Recovery

Free Through Recovery (FTR) serves individuals with a variety of behavioral health needs, including substance use disorder, mental illness, and co-occurring substance use/mental health disorders.



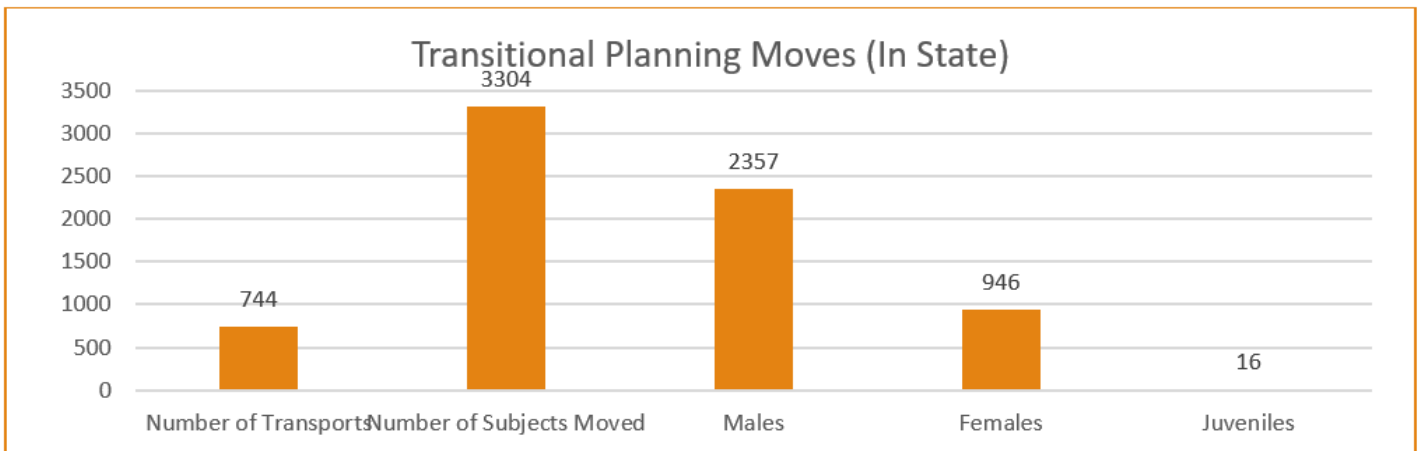
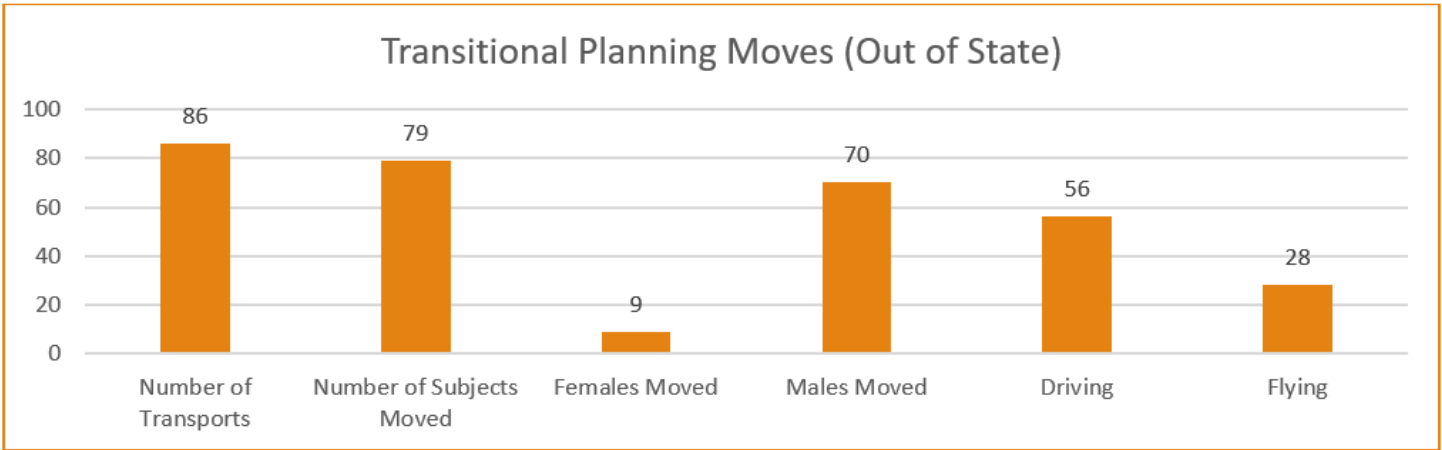
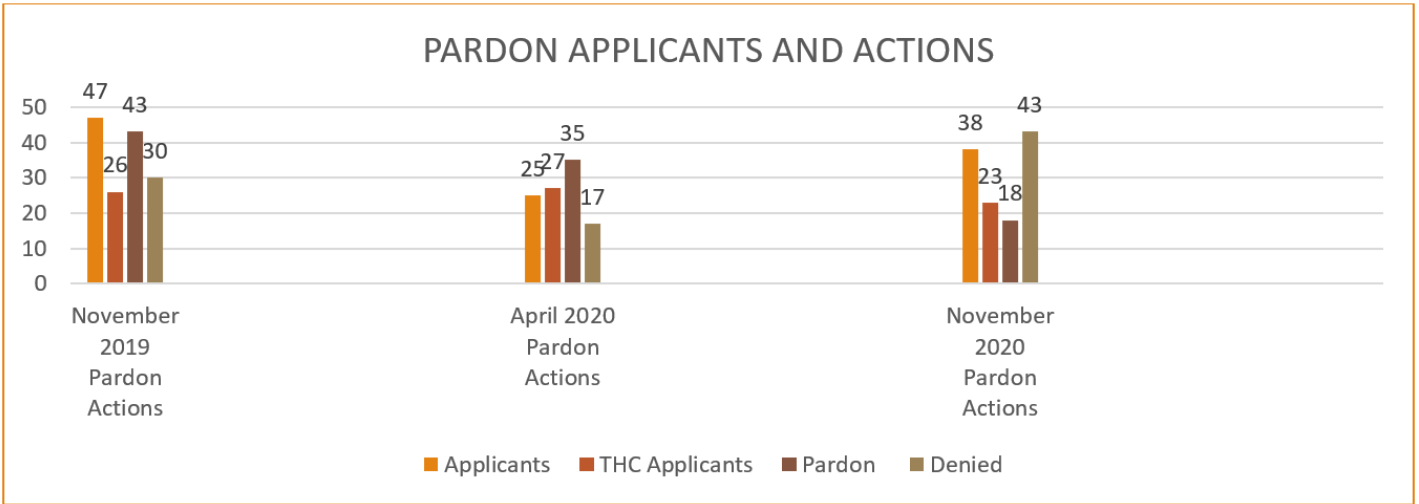
- Over 2,000 individuals have received services through FTR
- Over 1,000 individuals have been discharged from the program
- Four outcome measures are used to determine effectiveness of program resources, as well as used to determine pay for our partner providers

FTR Outcomes	% Positive	% Negative
Housing	76	24
Employment	66	34
Recovery	70	30
Law Enforcement	72	28

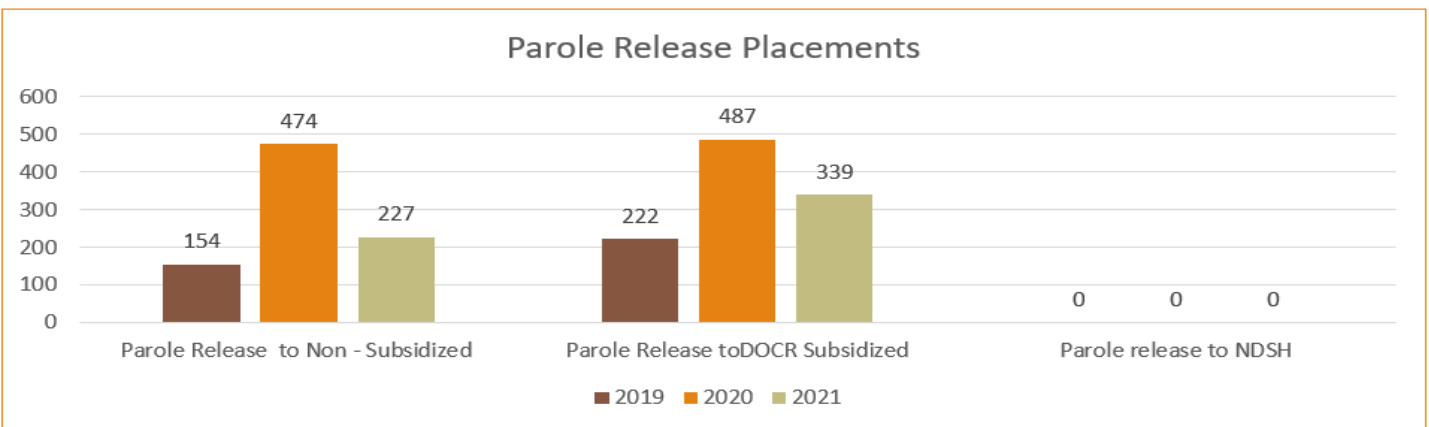
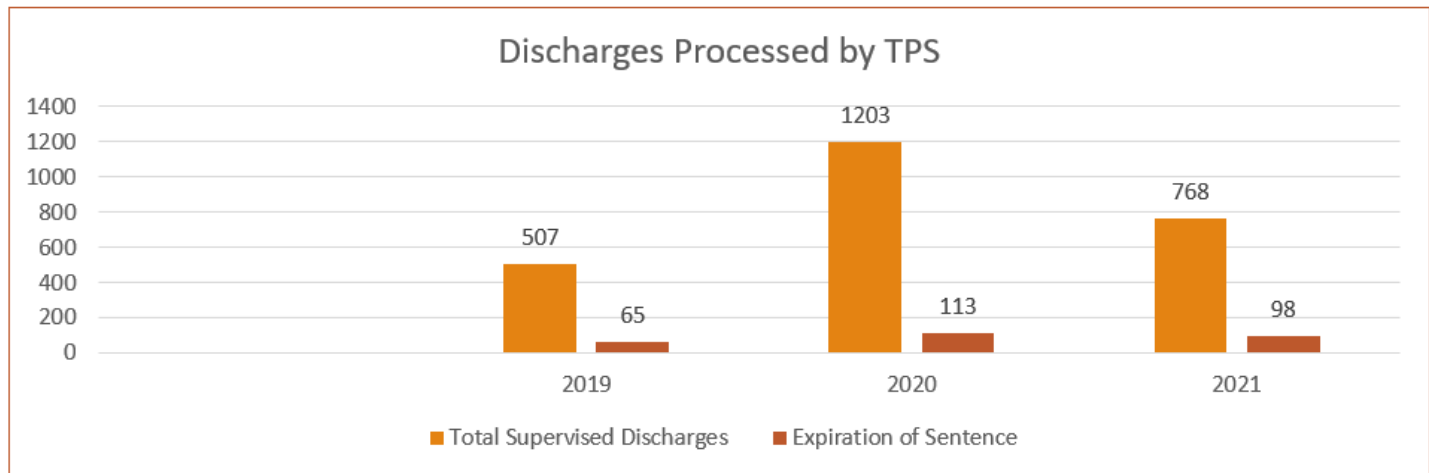
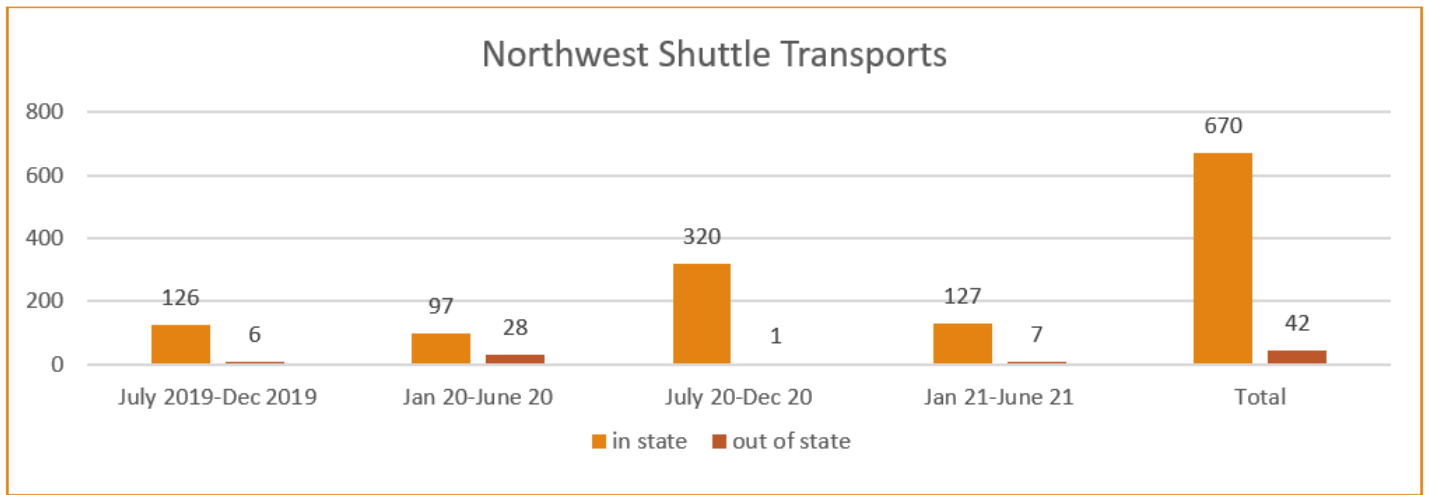




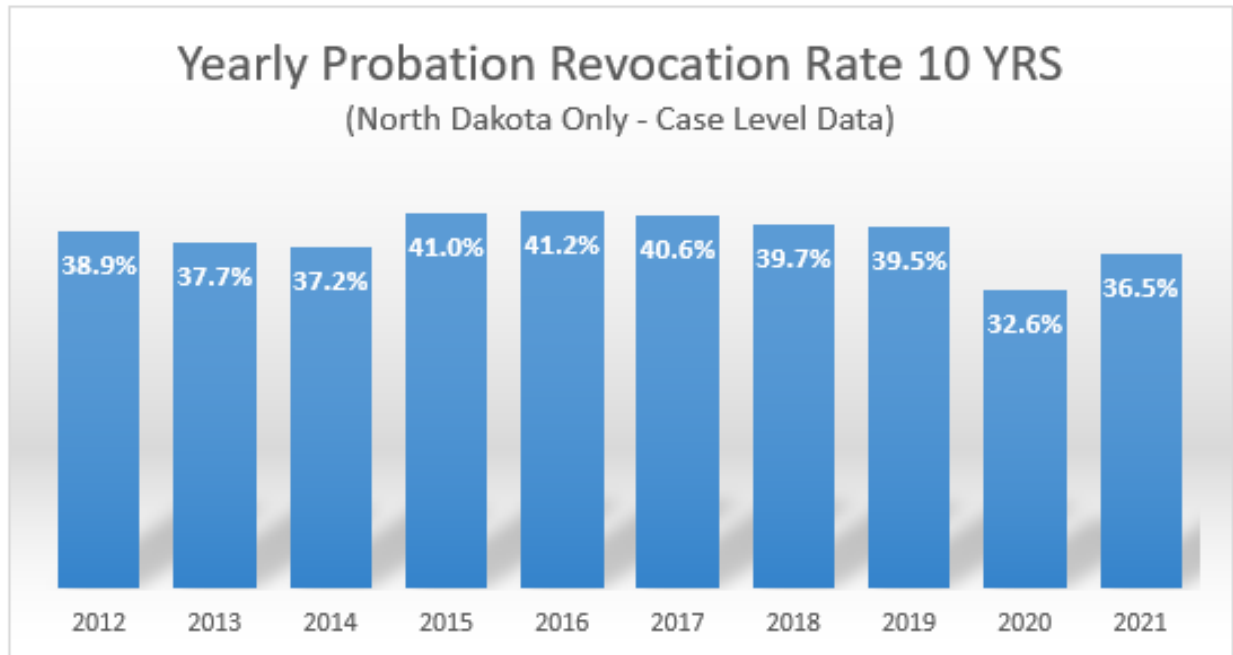
## TRANSITIONAL PLANNING SERVICES



## TRANSITIONAL PLANNING SERVICES

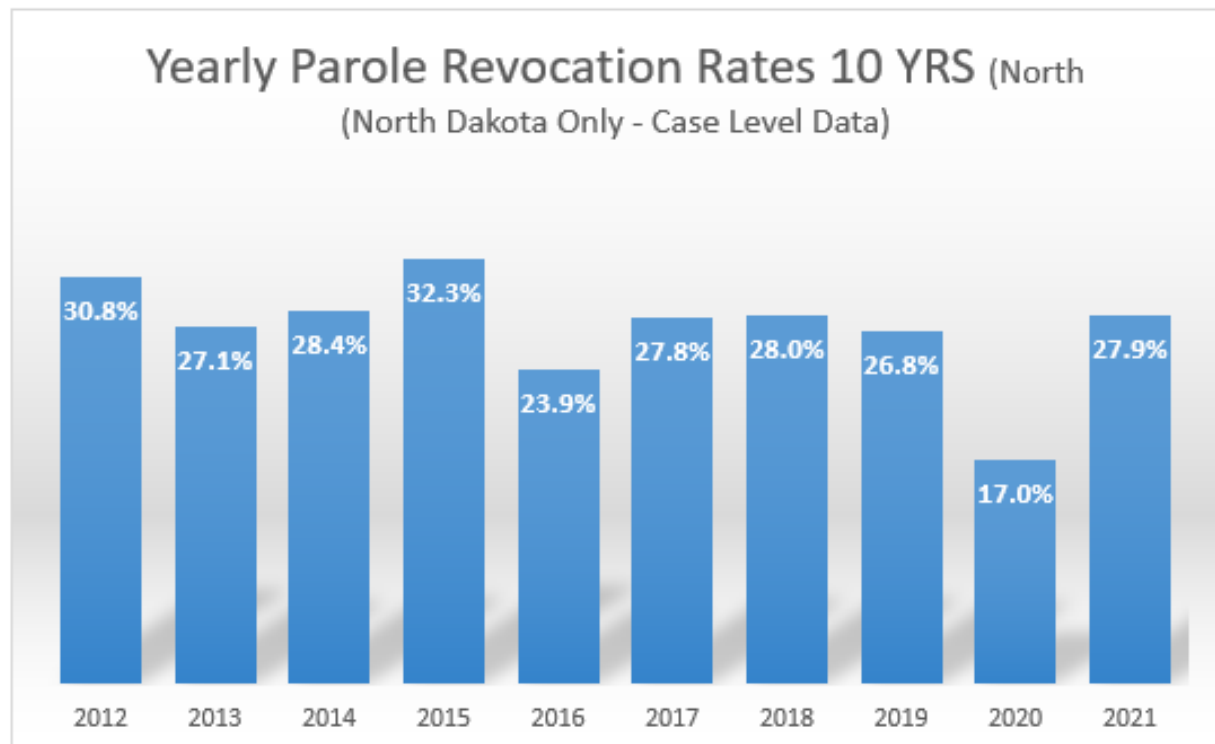


## PAROLE AND PROBATION



\*2021 data thru June 30<sup>th</sup>

\*\*2020 data is heavily COVID impacted



\*2021 data thru June 30<sup>th</sup>

\*\*2020 data is heavily COVID impacted





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

NORTH  
**Dakota**  
Be Legendary.™

Corrections and  
Rehabilitation