

Quarterly Update | December 2022

Creating A Safer Montana Through Accountability, Rehabilitation & Empowerment

Message from the Executive Team: Building a Foundation for the Future

Last year at this time, the Montana Department of Corrections' end-of-year message focused on the changes that had taken place within the department — a reorganization, a new executive team — and celebrating successes. This year, the big news is that the DOC is working toward generational changes for the department's future.

The leadership team is particularly excited about the work the department is doing with Collaborative Safety to encourage a transition toward a culture of accountability rather than blame. By shifting this mindset, the department can participate in deeper discussions of underlying, systemic issues to make the workplace better. At the DOC, the employees are its strength and the key to success. By ensuring that they feel supported, the agency can leverage their knowledge and move forward to achieve organizational outcomes.

We are also encouraged by the work being accomplished to develop a Systemic Critical Incident Review (SCIR) process which uses the factors considered in safety science to



Members of the Department of Corrections Steering Committee came from across the state to meet in Helena.

evaluate incidents. Recently, team members put the SCIR into action to review an incident that occurred, including considering the “second story” and more.

Hand in hand with its investment in organizational culture, the department is working hard to recruit the right people for its open positions. In the past, recruitment efforts were mainly orchestrated from the bureau

level; now, the DOC has a department-wide recruiting committee focused on the larger picture related to hiring needs. This group worked together to improve consistency in hiring practices, streamline the hiring process, and more.

A sub-group of the committee tackled the daunting task of addressing significant

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Family Tradition: Terry Boyd moves into new role with DOC

Working in the world of criminal justice runs in the Boyd family. Terry Boyd, the new Montana Department of Corrections (DOC) Native American liaison, grew up watching his father work as a criminal investigator for the Ft. Peck tribe in Poplar. In his new role with the DOC, former Probation and Parole officer Boyd hopes to continue the family tradition of helping others.

For Boyd, an enrolled member of the Sioux tribe, his father’s desire to help people pushed him to work in the rehabilitative side of criminal justice.

“He instilled in me they are our people, and they’re people,” Boyd said of his father’s influence. “They’re human beings, and we need to help them. They’re not just a number in the system.”

In his position, Boyd will work to ensure the

department has strong relationships with Montana tribes and help the DOC provide the best service possible to the populations it serves. Boyd, based out of Billings, will do cultural training with DOC staff members and meet with Native American inmates. Montana is home to eight reservations and 12 tribal nations.

“I’m excited to have Terry in this role and the breadth of his experience that he’ll bring to this position,” DOC Director Brian Gootkin said. “As a probation and parole officer, Terry is already familiar with the DOC and how we operate. It should be a seamless transition to an important role that he’ll thrive in.”

Boyd was a Probation and Parole officer in Billings for the past eight years. Previously Boyd worked at Alternatives, Inc., Passages, and the South Central Montana Regional



Department of Corrections Native American Liaison Terry Boyd

Mental Health Center. He has a bachelor’s degree in Criminal Justice Administration and a master’s degree in Public Administration.

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Changing Directions: Reintegration Programming for Montana

The Montana Department of Corrections’ Rehabilitation and Programs Division is poised to embark on the implementation of a new treatment and programming option for inmates at DOC prisons.

The evidence-based program — the Integrated Correctional Program Model (ICPM) for men, and Women Offender Correctional Program (WOCP) for Women — integrates multiple programs into one. This allows inmates to complete one program to address a variety of needs simultaneously and meet

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DOC Rehabilitation and Programs Division team members in Canada this summer.

DOC: Building a Better Offender Management System

The Montana Department of Corrections (DOC) is getting a head start on work that — with legislative approval — will pave the way for the implementation of a new Offender Management System (OMS).

A team from consulting firm Berry, Dunn, McNeil & Parker were on site at the Central Office in Helena in December to kick off fact-finding efforts that will help them to

assist the DOC in crafting a Request for Proposal (RFP) for a new OMS.

“The department built the OMIS system, which went live in September 2008, in house at a considerable cost savings to the state,” said John Daugherty, DOC’s chief executive officer of Central Services. “It served us well for many years, but we’re at a point where we need to modernize to allow users

to work more efficiently and deliver more specialized and sophisticated data to guide the department toward its operational goals.”

DOC OMIS system users completed a survey to help the consultant better understand how the system is being used, the benefits, and areas for improvement.

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Inmate crew helps with Deer Lodge firewood giveaway

For the past 15 years, the Montana Department of Corrections (DOC) has been teaming up with partners in Deer Lodge to provide free firewood to the elderly and area residents.

The free firewood exchange is a joint effort among the City of Deer Lodge, Powell County, Sun Mountain Lumber, the DOC, and inmate workers.

“I’ve been participating in the firewood giveaway now for four years,” said Alan Combs, a Montana Correctional Enterprises (MCE) inmate crew worker. “To me, it’s nice to help the elderly in the community.”

Throughout the year, Sun Mountain Lumber in Deer Lodge brings wood it can’t use to the MCE ranch at Montana State Prison. The inmate workers cut the wood down to size and split it into burnable lengths. In the fall, the wood is hauled to the Tri-County Fairgrounds in Deer Lodge.

The City of Deer Lodge and Powell County Road Crew assist the DOC with moving the



Inmates from Montana State Prison load firewood into a truck during the annual firewood giveaway in Deer Lodge.

wood bundles to the fairgrounds. On the firewood giveaway day, DOC staff members and approved inmates will deliver wood to the homes of elderly residents that are coordinated through Council on Aging Services. In the afternoon, community members can pick up free firewood.

“We’ve done this annually for at least the

last 15 years ourselves,” MCE Agriculture Director Ross Wagner said. “Before that, it was a program the Boot Camp did, and once they transitioned out, we took it over. We have done up to 56 deliveries in the past to folks, including senior citizens, who don’t have vehicles or don’t have the help that they could use to get their firewood for the winter.”

Computer coding program comes to Montana State Prison

With high-tech companies like OnX calling Montana home, the need for a qualified workforce continues to grow every year. The Montana Department of Corrections (DOC) is helping to fill this workforce gap by bringing The Last Mile computer coding program to Montana State Prison (MSP).

The Last Mile (TLM) is a year-long training program that prepares inmates for successful reentry by teaching participants to create websites and full-stack web applications using industry-standard technologies. MSP has 22 inmates enrolled in the program, which kicked off Sept. 19. Through this training, students will attain the necessary coding skills to obtain high-demand jobs in the tech industry.

Governor Greg Gianforte joined the DOC and TLM team in Deer Lodge in October to celebrate the program's start.

"Today, I'm proud to welcome The Last



Students work on projects in The Last Mile class at Montana State Prison in October.

Mile to Montana," Gov. Gianforte said. "By providing incarcerated individuals with the tools they need to succeed and thrive in the workforce, we'll help them successfully reenter with critical skills, reduce recidivism, and make our communities safer and stronger."

More than 400 MSP inmates were screened for The Last Mile. Clarence Cook was one of the original 22 inmates picked for the program. Cook and his classmates have committed to attending class five days a week for six and a half hours plus completing homework projects.



Governor Greg Gianforte speaks with students who are enrolled in The Last Mile at Montana State Prison.

Montana is the 23rd classroom to teach The Last Mile program. Since 2010, more than 950 students have been served, and the program boasts a zero percent recidivism rate for its graduates.

"Nine years ago, members of our DOC team took a tour at San Quentin Prison and learned about The Last Mile," DOC Director Brian Gootkin said. "They dreamed of bringing this great program to Montana, and I'm happy that we were finally able to do that. Our goal is to ensure we are providing students with various educational opportunities, and The Last Mile is another program that serves our population."

"The Last Mile has been a breath of fresh air, I am challenged on a daily basis," Cook said. "I am learning new skills that are applicable to today's ever-evolving tech industry. Currently, I am learning Java Script Basics-Conditional statements, Arrays and Objects. These concepts will then be applied to my next checkpoint project, which is creating the classic game of Rock, Paper, Scissors using Java Script. I want to thank the Montana State Prison and Montana Correctional Enterprises administration for this opportunity."

Changing Directions: New program comes to DOC facilities

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multiple judgment requirements.

The model offers three tracks including multi-targeted, sex offender, and indigenous. It also touches upon all criminogenic aspects of the Risk – Needs – Responsivity Model, which determines what level of risk an individual has of re-offending and what treatment needs they must have to help them be successful.

“We expect implementation of this model to help with a number of challenges the department is facing,” said Scott Eychner, chief executive administrative officer for the DOC’s Rehabilitation and Programs Division. “In particular, adequate staffing for programming is an ongoing concern. Previously, employees needed to be trained in multiple areas like substance use, anger management and criminal thinking, and juggled schedules to deliver those programs. This curriculum brings all of those together in one, neat, effective package that we believe will be truly beneficial to our incarcerated population.”

The department has been investigating new treatment and programming options for inmates for the past couple of years. The team identified the ICPM and WOCP models as standouts, but further exploration was



halted when COVID-19 swept the globe, shutting down travel.

In the spring of 2022, the implementation team traveled to Ontario, Canada to learn more about the programming from the correctional professionals who developed it, and see the model in action.

“We are extremely impressed by the amount of research that went into the development of this program and the ongoing effort by Correctional Services of Canada (CSC) to measure and improve upon its outcomes,” said Erika Wimmer, bureau chief of the DOC’s Quality Assurance of Evidence-based Practices and Programs Bureau. “Having the opportunity to visit On-

tario to see the program operate firsthand and ask in-depth questions from the CSC staff who developed the program frankly sealed the deal for us.”

Following the visit, the DOC entered into a Memorandum of Understanding with Correctional Services of Canada to proceed toward DOC staff training and implementation of the programming.

“The DOC is looking forward to getting instructors from CSC to Montana next year to train our staff and train our trainers,” said Wimmer. “Having the ability to train our own trainers after an initial investment helps ensure sustainability of the program and saves taxpayer dollars in the long run, along with providing a greater level of continuity throughout the department.”

The department will implement the programming at Montana State Prison first, and then expand to other DOC facilities. The model also has opportunities for community programming.



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~ Erika Wimmer, Bureau Chief

Foundation: DOC works toward improving work culture

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correctional officer vacancy rates at Montana State Prison. The team concentrated on wage increases to make DOC positions competitive with those of other entities; housing opportunities for employees; employee cost of transportation solutions; and raising awareness of the DOC as a preferred employer. As we move into the 2023 Montana Legislative Session, we look forward to working with our legislators to provide for additional, well-deserved increases in pay for the people who work for us.

Finally, as we head into the session, we are

fortunate to have the opportunity to ask our legislators to invest in the DOC’s physical and technological infrastructure. Governor Greg Gianforte included almost \$200 million in his proposed budget to fund reconstruction and upgrades that will replace aging structures, support modern security technology, upgrade antiquated systems, and much more. These changes will allow the department to operate in a safer, more effective manner.

This is an exciting time for the department, with plenty of opportunity on the horizon.

We are thankful to have the support and

strength of the DOC team as we move forward with our mission of creating a safer Montana through accountability, rehabilitation, and empowerment.

Director Brian Gootkin

Deputy Director Cynthia Wolken

Central Services Chief John Daugherty

Chief Financial Officer Natalie Smitham

Public Safety Chief Jim Anderson

Rehabilitation and Programs Chief Scott Eychner

2022 Department of Corrections successes

The DOC has been particularly busy over the past year, and despite encountering numerous challenges, the department had many successes. Some of those include:

Director’s Office/Central Services

- Creation of a department-wide recruitment and retention team
- Implementation of Collaborative Safety programming to transform department culture
- Redesign of the internet access capabilities of the Inmate Computer Network (ICON)
- Development of more than 25 informational data dashboards (internal and external use)
- Realignment of budgetary structure into four main function areas to allow for more efficient stewardship of taxpayer dollars

- Retention of a consultant to help develop Offender Management System RFP

Public Safety

- Reorganization of division to ensure efficient and consistent manner of operation which facilitates a team approach to achieving department-wide goals
- Onboarding of 14 Probation and Parole officers and pre-sentence investigation writers at offices in communities throughout Montana
- Upgrade of radio system at DOC secure facilities and in Probation and Parole offices
- Creation of the Domestic Violence Specialized Caseload team (P&P officers, Victim Services liaisons, community partners) to ensure offenders are adhering to guidelines, and create safer outcomes for victims, families, and the community

Rehabilitation and Programs

- Transition of WATCH East facility in Glendive from correctional program for individuals convicted of felony DUIs to privately run, community substance use disorder treatment facility
- Implementation of Electronic Health Records system to replace paper records
- Expansion of educational opportunities for inmates through the establishment of Second Chance Pell Grant Program and The Last Mile computer coding program
- Establishment of pheasant-rearing program at MSP through partnership with Fish, Wildlife and Parks
- Selection of evidence-based treatment and programming options — Integrated Correctional Program Model (ICPM) for male facilities and the Women Offender Correctional Program (WOCP) for female facilities



Snapshots from 2022



MSP Officer Donald Chaney poses for a photo with his K9 dog, Trey.



In April, Nicole Chandler (middle), was recognized by the National Correctional Industries Association as the National Staff Award recipient.



In September, the department welcomed its newest class of probation and parole officers who are serving across the state.

John Graham, facility project manager, grills up burgers and hot dogs during Correctional Professionals Week at the Central Office in Helena.



Montana Correctional Enterprises Bureau Chief Gayle Butler gives a presentation on the pheasant program at Montana State Prison to legislators at Montana State Prison.



Tradition: Boyd jumps into new role with department

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While working as a Probation and Parole officer, Boyd said he noticed a large number of Native Americans being sentenced out of district court and released from prison.

“I want to be part of the solution in finding what we can do as a department to help that group,” Boyd said. “As a tribal member and having experienced family members who have been through the system, it makes me want to jump in and see what

we can do to make it better. I want them to succeed.”

To start, Boyd is working on meeting with each tribe and ensuring open lines of communication with the department. In addition, he is inventorying what opportunities are offered to Native Americans through the department and its community partners so he can evaluate what other options might be of assistance.

Boyd started in his new role in November. “I’m looking forward to working with my colleagues in the DOC and in the community,” he said. “Don’t be afraid to come and ask me a question. That’s what I’m here for, and I want people to be able to understand Native Americans better.”

Giving Hearts: DOC employees donate more than \$12,000 in statewide campaign

Employees at the Montana Department of Corrections (DOC) are giving of their time, dedication, and energy as they work to create a safer Montana by helping to rehabilitate the state’s offender population. They’re also not afraid to give their hard-earned money as the DOC has donated more than \$12,000 through the State Employee Charitable Giving Campaign (SECGC).

The SECGC is an annual opportunity for state employees to donate to organizations of their choice via payroll deduction, cash, check, credit, or debit card. The DOC raises additional funds through events at each facility or location on top of the promoted payroll deductions.

This year the DOC raised an additional \$3, 441 through fundraising activities. These funds will be donated to area non-profits that each facility selected. These include Intermountain in Helena, CASA of Lewis & Clark and Broadwater Counties, Lewis & Clark Humane Society, Lewis &



Department of Corrections Director Brian Gootkin (right) and Network Support Analyst Jim Moses participate in a fundraising activity at the Central Office in Helena.

Clark Literacy Council, William K. Kohrs Memorial Library in Deer Lodge, Custer County Food Bank in Miles City, Florence

Crittenton Home and Services Foundation, and the Montana Coalition Against Domestic

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OMS: Governor adds OMS update to proposed budget

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information gathered from the survey and numerous department-wide meetings, the team will review, evaluate, and document the department’s OMS needs.

“We’re extremely fortunate that Governor Gianforte included the funding for the OMS in his proposed budget, and we’re hopeful legislators will see the importance of preserving it as we progress in the 2023 Montana Legislative Session,” Daugherty said. “This is a critical component as we talk to different agencies about sharing data so we can partner to identify trends and develop more informed, innovative solutions to crime and corrections in our state.”

Once the fact-finding portion of the project concludes, and if the department has funding for the project, the DOC will have the information it needs to issue a Request for Proposals for the new system. Daugherty



estimates it will take between nine and 12 months to issue, review and award the RFP, and then finalize a contract with the successful vendor. After work begins on the

OMS replacement project, it is expected to take approximately 36 months to fully implement the system.

SECGC: DOC raises funds for local Montana nonprofits

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Violence and Sexual Violence.

DOC Project Management Bureau Chief Kathy Ralston has served as the DOC SECGC coordinator for the past four years.

“This has been such a wonderful experience to work with the staff at all of the DOC facilities and offices,” Ralston said. “I am overwhelmed by the generosity everyone shows each year during the campaign and have found the DOC has the most generous people who believe in giving back to the

communities of Montana.”

In October, agency employees participated in various activities at their facilities for an additional push to help reach the SECGC’s goal of \$450,000 total donated to charities in 2022. Some of these activities included a basketball toss from the third floor at the Central Office in Helena, agency-wide bingo, and a silent auction.

Since 1990, Montana state employees have donated more than \$10 million to nonprofits in the state. This year, the SECGC raised more than \$400,000 through payroll deduc-

tions and other donations. Last year, DOC employees donated more than \$14,000 with payroll deductions and other donations, and as of December 2022 had donated more than \$12,000.

“I’ve seen firsthand how giving our employees are of their time and energy, and this is just another great example of their giving spirit,” DOC Director Brian Gootkin said. “It’s amazing to see the impact we can have in different parts of Montana from Helena all the way to Miles City. I’m honored to work with this amazing group of giving people.”

Holiday activities help inmates on road to rehabilitation



Elmer Adams, Trynati Adams and Charlotte Whiteman work on building a gingerbread house during the Connecting Adults and Minors through Positive Parenting program at Montana State Prison.

The holiday season can be challenging for anyone who is away from their family; for inmates under the supervision of the Montana Department of Corrections, this time can be particularly difficult. But DOC staff members have a lineup of holiday events that help maintain connections with family and friends, and aid in the rehabilitation process.

Marisa Britton-Bostwick, education

director at Montana Correctional Enterprises (MCE), helps spearhead several activities DOC staff facilitate for inmates.

“We just try to spread some Christmas cheer and ease the separation at the holidays for them,” Britton-Bostwick said. “The connections with their children and families can still be made, even when they are in correctional facilities. And these are safe

connections.”

For example, inmates at Montana State Prison involved in the Connecting Adults and Minors through Positive Parenting (CAMPP) program met with their children at a holiday party. This year, three inmate participants and their families gathered in Deer Lodge at the start of December for

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Holiday: Activities help inmates on road to rehabilitation

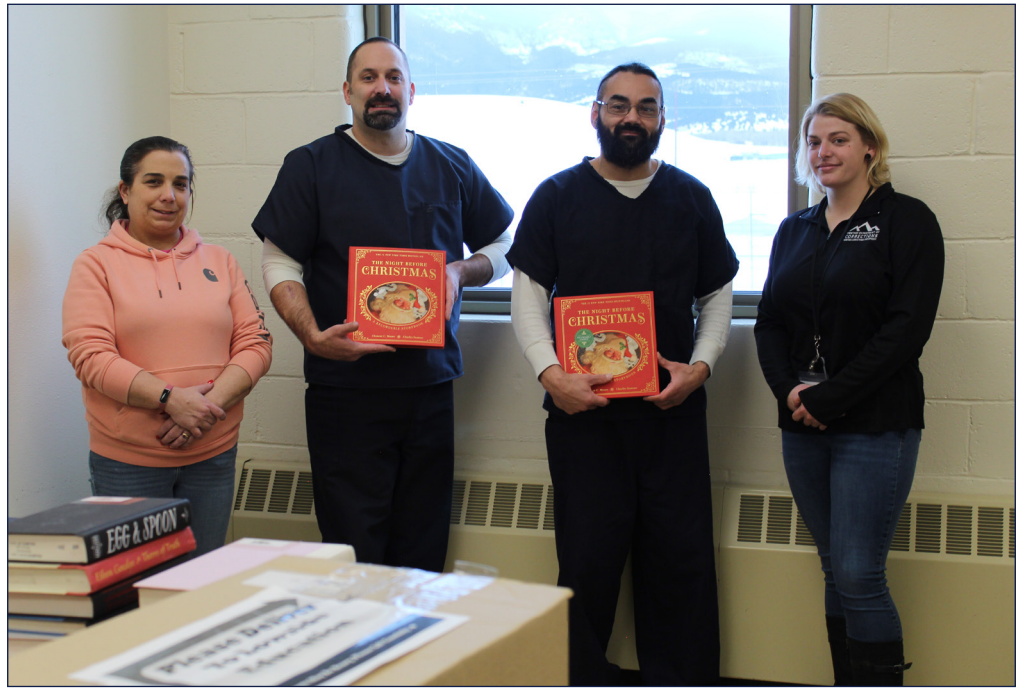
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holiday activities. It was the third holiday gathering for the program and the sixth overall in-person gathering.

CAMPP provides incarcerated fathers with instruction to develop parenting skills, better understand adverse childhood experiences and more. The children — many of whom are in foster care — also receive support throughout the program to ensure positive reunification with their incarcerated parent if appropriate.

“For one father, it was the first time he met his 15-year-old daughter,” Britton-Bostwick said. “They decorated the Christmas tree together, and they exchanged gifts. It was pretty powerful. I think mixing the holidays in is an added perk.”

Another favorite holiday tradition is the recorded book reading program. Inmates record themselves reading “The Night Before Christmas” and send it, and the book, to their children. This year, 62 men from Montana State Prison and 56 women from Montana Women’s Prison participated. Materials are purchased with funds from the Inmate Welfare Fund.



Left to Right: Melissa Burnett, Adam Wilson, Garay Bruce and Cienna Crichton after recording books at Montana State Prison.

The DOC also organizes the Giving Tree program in which DOC staff members purchase presents for children of inmates who register their children to receive gifts. Over the last three years, DOC employees have delivered gifts to more than 800 children. Children who live in Montana and out-of-state can receive gifts. This year, 222 children received gifts from the Giving Tree.

Britton-Bostwick said the events

benefit inmates and staff as well. Some staff members volunteer their time year after year to help and say they enjoy seeing the inmate parents participate in order to stay connected to their children.

“We also notice after being involved in the book reading or Giving Tree they want to be in our other programs,” she said. “They want to take the parenting classes; they want to be involved in CAMPP. It rejuvenates something in them on the parenting side. It’s not over, and they can still be a good parent and get past all of this.”



“The connections with their children and families can still be made, even when they are in correctional facilities. And these are safe connections.”

~ Marisa Britton-Bostwick, education director

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