

**MONTANA DEPARTMENT OF CORRECTIONS  
GOALS AND OBJECTIVES  
FY 2018 AND 2019**

**AGENCY MISSION**

**The Montana Department of Corrections staff enhances public safety, supports the victims of crime, promotes positive change in offender behavior, and reintegrates offenders into the community.**

**AGENCY GOALS**

- **For offenders, to increase public safety through reduced recidivism**
- **For victims, to increase victim safety and peace of mind by providing accurate, timely information and support**
- **For the public, to inform and educate through effective communication**
- **For department employees, to increase pride through increased professionalism**

**PROGRAM 1**

**DIRECTOR'S OFFICE, BMS, IT  
FY 2018 AND 2019**

**Director's Office**

Executive Office

1. Provide leadership and direction to the department by establishing and communicating a vision that adheres to the department's mission, vision and goals.
2. Promote a data-driven, best-practice approach towards correctional practices in all areas of the department in order to decrease the recidivism rate in Montana.
3. Provide timely and accurate responses to all information and media requests and disseminate information to ensure that developments are shared with the department's criminal justice partners.
4. Support victims of crime by maintaining a seamless and comprehensive victim notification system about offender status, offering programs that give victims a voice and providing staff training.
5. Provide Native Cultural Awareness training to department employees and other program facilities, when requested, to familiarize them with the diverse religious and cultural ways of Tribal inmates.

Human Resources Office

1. Conduct an organizational assessment of allocation and use of human resources as well as organizational structure and provide recommendations for efficiencies.
2. Identify and implement retention solutions to address historically high levels of vacancies in critical roles as a result of turnover.
3. Develop and launch a Corrections based wellness program based on "Total Worker Health" which includes programs for physical, emotional, mental and social wellness as well as workplace safety.

4. Improve professional development opportunities through a “Corrections Profession” focus and the development of leadership, wellness and mentoring programs.
5. Build the capacity of the agency to support systems change and promote a culture receptive to risk reduction and reentry work.

#### Investigations Office

1. Coordinate with divisions within the Department of Corrections to expedite apprehension of escapees and absconders through enhanced reporting and tracking.
2. Collect intelligence on those offenders under supervision of the Department of Correction suspected of criminal activity, including strategic/threat analysis and information dissemination through the department’s intelligence partners.
3. Minimize time between case completion and prosecution through increased coordination between the prosecuting agency and the investigations unit.
4. Enhance the skills and capabilities of the investigations unit by identifying advanced training opportunities for department investigators.

#### Legal Services Office

1. Defend the department in all legal proceedings before administrative agencies, state and federal courts of law.
2. Provide excellent and timely customer service to all agency divisions by providing legal review and advice in all matters affecting the department.
3. Provide continued training and professional development activities to legal staff members in order to maintain professional proficiencies.

#### Quality Assurance Office

1. Maintain full compliance with federal PREA standards through training, facility and program compliance reviews, and the continual development and maintenance of policies and procedures.
2. Establish program standards and evaluate state-funded programs.
3. Through active monitoring, ensure department facilities and programs are complying with state and federal laws and department policies, licensed facilities are meeting requirements of their licenses, and contracted programs are operating under the mandates of their contracts.
4. Through the completion of annual policy reviews, ensure department policy is accurate and appropriate and that facility and program operational procedures are designed under the directive guidelines of department policy.
5. Develop a department-wide audit and review program that includes necessary policies and procedures.

#### Information Technology

1. Utilize the appropriate level of project management methodology for all information system enhancement activities.
  - All enhancement requests to the Department’s information systems (Offender Management Information System (OMIS) and Youth Management

System (YMS)) will be managed using an appropriate project management methodology.

- Feature documentation will be produced and updated throughout the cycle and IT staff will conduct development status sessions.
2. Continually enforce change management practices that govern the methods in which Department IT staff conduct changes on critical information systems. These practices are designed to:
    - Maintain the integrity of the production environment.
    - Reduce or eliminate disruptions to the availability of production systems or services due to changes.
    - Maintain the proper balance between the need for change and the potential detrimental impact of changes.
    - Ensure appropriate management review to understand risks associated with changes, and to mitigate these risks wherever possible.
    - Provide a process that supports the efficient and prompt handling of changes and provides accurate and timely information about those changes.
  3. Enhance the quality of data contained within the Department's information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)).
    - Reduce the number of data errors in our databases (including missing or incomplete data) by running existing and creating new programming procedures designed to catch errors on a regular basis and when data quality issues are identified.
    - Engineer data capture applications to integrate more closely to the process they enhance.
    - When discovering a user generated data error, make contact with the user. Subsequent meetings will be held to determine the cause, research solutions, and counsel staff, when necessary, to correct the error.
  4. Where possible, automate business practices to make the practices more efficient and cost effective.
    - Evaluate current business practices and make recommendations where applicable to automate process.
    - Continue efforts to capture and define business process architecture for automation efforts.
  5. Implement and utilize working groups to collaborate and coordinate the development of requirements, standards, policy, procedures and strategy for all department cross divisional technology initiatives.
    - Participate on the offender technology working group to evaluate technology requirements in the areas of education, vocational education, work programs and reentry.
  6. Establish OMIS as the official adult offender record and YMS as the official youth record.
    - Participate in a leadership role on the project.

- Participate on the OMIS\YMS governance committee.
  - Participate on the Data governance committee.
  - Participate with the offender document management committee.
7. Maintain and operate an information security program.
- Continue to develop information security policies for all National Institute of Standards and Technology (NIST) families.
  - Continue to implement NIST security controls that ensure the security, privacy, availability and integrity of data and systems.
  - Implement encryption at rest for sensitive information contained in OMIS and YMS.
  - Ensure access to data and systems is appropriate, allowing access only for those with a legitimate need.

### **Business Management Services**

1. Financial Services-To ensure financial, accounting and payroll information is timely, consistent, fully integrated, easily accessible and accurate.
  - Assist personnel in understanding the benefit of utilizing the Self-Services/Manager Self Service applications located in the SABHRS MINE system.
  - Acquire the authority to offset federal income tax returns to satisfy outstanding restitution obligations.
  - Obtain an unmodified opinion for the Financial Compliance Audit performed by the Legislative Audit Division.
  - Transition from warrants to debit cards to disburse funds from Inmate Trust Accounts to inmates releasing from secure custody facilities.
2. Budget and Contract Management-To maintain all programs and operations of the Budget and Contracts Management Bureau in accordance with statute, rule, policy and Legislative Audit recommendations by using consistent and transparent processes when providing financial related guidance to staff.
  - Disseminate information regarding budget and contracting activities in a timely fashion to department management and program staff.
  - Ensure full understanding of the biennial budget cycle and contracting and procurement requirements.
  - Create a strategic plan that will exhibit grant funding needs in order to support the Department's objectives.
  - Implement processes to enable the bureau to complete procurements under level 2 delegated authority.

### **PROGRAM 2**

### **PROBATION AND PAROLE DIVISION FY 2018 AND 2019**

1. Fully implement the use of Risk and Needs Assessments in preparing supervision levels and case management of offenders.

2. Assist in enrolling all offenders in Medicaid or the Affordable Care Act.
3. Implement the use of interactive video conferencing to perform mental health and chemical dependency evaluations for our rural offices.
4. Work with our Prerelease and Treatment providers to ensure that all programs offered within these facilities are evidence based.
5. Condense Presentence Investigation Reports in order to reduce the length of time needed to prepare the reports and deliver them to the courts.
6. Continue to support Montana Reentry efforts by participating in collaborative teams of public and private service providers.

### **PROGRAM 3**

### **SECURE CARE FY 2018 AND 2019**

#### **MONTANA STATE PRISON**

1. Recruit and Retain Professional Staff by broadening recruitment efforts, providing professional development of staff, increasing benefits (pay for Correctional Officers), and educating the public.
2. Focus on Public Safety and Reentry Programs by expanding offender treatment and programming, reorganizing to maintain security and treatment balance, and maintaining an effective relationship with Probation and Parole for offender transition.
3. Focus on Physical Security of Facility with the update and installation of fence security systems, camera systems, and security systems throughout units, update and fund institutional radio communication systems and maintenance, and enhance contraband control procedures.
4. Focus on Facility Physical Plant, specifically in the areas of maintenance operations, structural upgrades, ADA compliance, fire systems, roads, bed capacity, and programming space.
5. Maintain Efficient Population Management by identifying alternative placements for offenders, developing long term plans for secure offenders, and working with criminal justice partners to develop release alternatives.

#### **MONTANA WOMEN'S PRISON**

1. Each female inmate will be given the opportunity to complete a women's Risk and Needs assessment and other identified assessments that will be used to develop a comprehensive Recovery and Reentry Plan supporting successful reentry. MWP staff will collaborate with the Probation and Parole Division and other community services to develop a comprehensive and seamless system.
2. MWP will continue to provide a gender responsive and trauma informed environment that creates opportunities for the women to increase their skills, especially in the area of vocation and relationships.
3. MWP will increase focus on victim awareness through additional Victim Impact Panels.

4. Complete OMIS 3.0 training.
5. Develop a strong retention and recruitment environment.
6. Strive to develop positive morale and opportunities for promotion and career advancement.
7. Maintain MWP emergency preparedness.
8. Maintain MWP facility to increase structural stability/safety.
9. Provide required safety and security training as well as enhanced training on Recovery/Reentry.

#### **PROGRAM 4**

#### **MONTANA CORRECTIONAL ENTERPRISES FY 2018 AND 2019**

1. Maintain self-sufficiency
  - Evaluate financial position to ensure adequate profitability
  - Implement sales and marketing plans that include introducing new products, improving existing products and increasing the customer base
2. Invest in staff development, encouraging innovation and creativity, retaining our highly qualified and efficient staff.
  - Provide training that pertains specifically to correctional industries
  - Identify staff for career ladders
  - Maintain annual evaluations
3. Provide nationally recognized pre-apprenticeship and certificate programs to offenders
  - Increase certifications in areas of current MCE training and work programs
  - Partner with the Department of Labor to provide recognized pre-apprenticeship training
  - Partner with higher-education for additional post-secondary education opportunities
4. Assist offenders in transitional services
  - Provide portfolios for each released offender that includes transcripts, certifications, work experience, resumes and pertinent personal documents
  - Increase the number of Montana Identification Cards, duplicate birth certificates and Social Security cards issued to offenders
5. Improve customer service
  - Implement a customer survey after products are shipped
  - Train offenders in specific customer service areas
  - Increase on-time delivery percentages
6. Work with Department of Labor to provide employment services prior to release
  - Work with Probation and Parole to provide information to parole officers prior to release
  - Partner with Job Service Centers in all major population centers to identify employers and positions
7. Improve stakeholder education to promote the MCE program

- Increase the use of social media, including Facebook and Twitter
  - Increase the number of tours of MCE operations
  - Increase the number of presentations to civic organizations and governmental agencies
  - Track community service projects and promote community service on social media
8. Track offender employment after release.
    - Work with Department of Labor to track employment data on released offenders
    - Maintain employment data for three years after release
  9. Track the reduction of recidivism
    - Track recidivism by offender, training received and return type

**PROGRAM 5**

**YOUTH SERVICES DIVISION  
FY 2018 AND 2019**

1. Continue to address the declining youth population/empty bed issue by assessing department needs and utilizing all facilities within the division in the most cost effective manner, providing services to both youth and adults as appropriate.
2. Ensure all services for youth and adults being served by the YSD of the Department of Corrections are provided in well maintained, safe settings, offering an environment conducive to their healthy physical and mental development, and that ensures a safe and efficient work environment for staff. (52-5-101; 41-5-102 MCA)
3. Facilitate validated risk and needs assessments to drive individualized evidence-based programming and supervision, resulting in low recidivism rates for new felony level offenses. (41-5-102, MCA; 53-1-201; 53-1-202; 53-1-203 MCA)
4. Provide opportunities for youth and adults to address court ordered restitution, community service and victim restitution. (53-1-20; 53-1-202 MCA)
5. Place a strong emphasis on successful completion of High School or obtaining a HiSet certificate (with educational opportunities that will include enhanced vocational technical courses) while under the department's custody. (53-1-201; 52-5-101 and 52-5-106 MCA)
6. Provide evidence-based age/gender normed programing including but not limited to: Chemical Dependency Treatment (53-1-201; 53-1-202 MCA); Sex Offender Treatment program for adolescent males at Pine Hills Correctional Facility (41-5-102: 53-1-201; 53-1-202 MCA), and a targeted, female-focused trauma recovery program at Riverside Correctional Facility.
7. Coordinate reentry services including community placement options for all youth and adults being served by YSD. (52-5-127 MCA)

**PROGRAM 6**

**CLINICAL SERVICES DIVISION  
FY 2018 AND 2019**

1. Provide quality and timely medical care, with a focus on prevention and wellness, to all those in the custody and care of the Department of Corrections.
2. Identify offenders with mental illness by providing level one and level two assessments upon admission and provide appropriate mental health services based on individual needs.
3. Decrease outside medical costs for the Department by verifying eligibility for Medicaid reimbursement.
4. Ensure department facilities and contracted programs comply with requirements of contract by auditing medical, dental and mental health services.
5. Upgrade the Department of Corrections to a unified electronic medical record system for quality assurance purposes and to track offenders' medical care.
6. Create a stream-lined process to improve access to health care and health care insurance upon discharge of offenders.
7. Enhance collaboration with community-based medical and mental health services to increase resources for offenders.

**PROGRAM 7**

**BOARD OF PARDONS AND PAROLE  
FY 2018 AND 2019**

1. Administer the release of appropriate eligible offenders before the completion of their sentences.
2. Consider public safety concerns when making parole or executive clemency decisions.
3. Provide the necessary resources and training for Board members to make an educated and thorough decision.
4. Ensure that offenders complete appropriate treatment and programming that provides them the best opportunity for rehabilitation based on evidence-based practices.
5. Maintain positive relationships with the public, victims, family members, media and other agencies.